EQUAL EMPLOYMENT OPPORTUNITY

Equal
Employment
Opportunity

THE CITY OF CALGARY

STRENGTH THROUGH DIVERSITY

1991 PROGRESS REPORT
EMPLOYMENT EQUITY
ACTION PLAN

CORPORATE INITIATIVES

92-07452/

CITY OF CALGARY
EMPLOYMENT EQUITY CORPORATE PLAN

CORPORATE INITIATIVES

The Corporate Initiatives section includes the principal strategies to be undertaken by The Corporation as it enters its first three year cycle of action to implement employment equity. The departmental plans which follow may contain additional initiatives that are appropriate to individual departmental needs and requirements. However, they have not been identified as overall Corporate initiatives at this time. The initiatives which follow are not ranked according to priority. The first cycle of implementation of employment equity may present some constraints (timing, staging, resources) in introducing these strategies; however, it is the intention of the Board of Commissioners to focus on the following actions during the period 1990-1993 and; to report to Council on an annual basis of progress achieved to date.

1. In April 1990, the Board of Commissioners approved the establishment of a Qualifications Task Force to review entry level qualifications for M/E, Local 38 and ATU Local 583 positions to ensure that job qualifications are job-related and defensible. The major findings and recommendations will be reviewed by the Board and implemented where appropriate. The work of this Task Force is considered a critical pathway as entry level positions offer greater potential for new employee and designated group recruitment. (June 1991)

> The Compensation Division, in consultation with the Qualifications Task Force, developed a comprehensive set of Qualification guidelines designed to provide guidance to managers and supervisors in ensuring that qualifications are job related. In addition, job family definitions and entry level qualifications were defined for each of the eighteen Management Exempt job families.
>
> The guidelines and entry level qualifications were distributed for review and comment to all Department Heads on 1991 June 26 prior to their finalization.
>
> The Qualifications Review is currently focusing on delineating qualifications for entry level positions in C.U.P.E. Local 38 and A.T.U. Local 583 with a target completion date of December 1991.

2. 86% of the civic labour force is unionized, therefore, discussion of employment equity initiatives will be a consideration in the collective bargaining process. At the next annual meeting of Council, the executive of the Labour Unions and Associations, and the Administration, the implementation and impact of employment equity will be discussed in detail (early 1991 and at annual meetings thereafter).

> A meeting was held 1990 September 20, in which the EEO Manager presented an outline of The City's Employment Equity program to the unions and associations.
>
> A 1-day version of "Introduction to Employment Equity" workshop is currently being prepared for the union and association executive members.

3. The Chief Commissioner will continue to attend meetings of the Work Force Advisory Committee. Where possible, representatives on this committee will be exposed to conferences and experts/specialists in the field of employment equity to ensure that Calgary's initiatives are both consistent with national trends and appropriate to the special characteristics of this Corporation. (Ongoing)

> The Chief Commissioner is continuing to attend all meetings of the Workforce Advisory Committee. The Committee has changed in composition in 1991, with some resignations and some additions from the educational community (Southern Alberta Institute of Technology, Alberta Vocational Centre, the Calgary Board of Education and the Calgary Catholic School Board). In addition, a representative from the Calgary Multicultural Centre was added. The Manager, Employment & Health Services Division was named as a standing resource.

4. The Board of Commissioners will continue to address the needs of employees on Long Term Disability (LTD). While the Board supports increasing designated group representation in the Civic work force, addressing the needs and placement potential of LTD employees who are disabled must be given top priority. The need for interdepartmental co-ordination for LTD/WCB placements is particularly identified.

The Compensation Division drafted a report recommending that a salary and wage protection policy be instituted for employees on LTD. This policy was designed to enable employees to remain at work when unable to continue in their present positions due to health related reasons, by accommodating them in alternate jobs consistent with their medical condition. The report was approved by the Board of Commissioners in September 1990, and the Salary and Wage Protection Policy was implemented.

Also, two of the Personnel Services Department's Divisions, the Labour Relations and Safety Division and The Employment and Health Services Division worked with the Finance Department's Benefit Society towards developing a policy initiative regarding Long Term Disabled employees. A Letter of Agreement and a model proposal regarding the placement of LTD employees into designated positions has been drafted. The Letter of Agreement is currently being reviewed by C.U.P.E. Local 38 executives and will subsequently be discussed with other unions. Completion Date: 1992 July.

5. A Corporate plan will be developed which will include a five-year staged program to incorporate reasonable adjustments to physical barriers in the workplace to accommodate the needs of employees with disabilities. Technical assistance and modified office equipment will also be included. Priority for incorporation of adjustments to promote accessibility will be given to high volume office areas such as City Hall offices. The Fleet and Facilities Department will coordinate program development, budgeting and execution expenditures. (June 1991)

At this point in time, the formulation of the five year program is basically just underway. Preliminary discussions have been held with the Facilities Management Steering Committee and most Departments did include funds in their 1991 budget for adjustments to their buildings to accommodate the disabled.

A major corporate undertaking by the Disabled Access Review Committee was the review and upgrading of the Disabled Access Design Guidelines. This update will be available in early November 1991 and has been expanded to include guidelines for the hearing and sight impaired.

Once the new guidelines are published, the Facilities Management Steering Committee, will be undertaking an inspection of City buildings on a Departmental basis, and based on the inspections a more accurate five year program can be developed.

As to modification of the actual office environment for the disabled, all Departments indicated that there would be reasonable adjustments to the office environment at the time of hiring to accommodate employees with disabilities.

6. Consistent with the practice in other public sector and private sector employment equity programs, the developmentally disabled will be included within the disabled category.

> All City materials now indicate that "persons with disabilities" rather than "persons with physical disabilities" as now being covered by the program. As is the case with the Alberta Human Rights Commission, the Equal Employment Opportunity Division now accepts complaints of discrimination from persons with mental disabilities as well as with physical disabilities. A Sub-committee of the Employment Equity Steering Committee has been working on the subject "Hiring of Persons with a Mental Disability", and the first stage of a research project was completed 1991 August.

7. Progress and strategies in employment equity will be discussed with Department Heads at the regularly scheduled meetings of Commissioners and Departments Heads.

> Additionally, the Manager, Employment and Health Services Division and the Manager, Equal Employment Opportunity Division met with the Department Heads and Process Champions of 20 departments to review the 1991 Employment Equity Action Plan Progress Reports.

8. Measures will be incorporated in the performance review of Department Heads to assess their efforts and results in implementing the goals and timetables of their Employment Equity Action Plans. (Annual; ongoing)

> Measures were incorporated in the 1990 review, and there will be ongoing annual evaluations with department heads.

9. Summer internships will be offered in City departments with a focus on encouraging designated group members to apply in order to promote interest in careers with The City of Calgary, subject to the availability of external funding programs. (Summer 1991)

The following statistics reflect the placement of designated group members into corporate internships, both internally and externally funded, for 1990 and 1991:

	1990	1991
Total Number of Placements	327	295
Women	53%	53.9%
Aboriginals	10%	5.2%
Visible Minorities	15.5%	23.5%
Persons with Disabilities	4.5%	4.6%

Federal and provincial grant monies were reduced significantly in the last year and are anticipated to continue to decline. Funding was available to hire only 168 individuals in 1991 as compared to 200 in 1990. Efforts will continue to be made to secure as much funding as possible. Recently, the City of Calgary Personnel Services Department joined with the Alberta Urban Municipalities Association in objecting to the reduction of the STEP/SEED grants available. (Ongoing)

10. Departments will be encouraged under the co-ordination of the Personnel Services Department to establish career pathing and career bridging information and guidance programs to increase career development opportunities for personnel. Annual career development surveys will be conducted to assess the interest in these programs. (ongoing)

The development of career counselling programs specially focusing on women is currently being reassessed, largely as a result of the 1990 Corporate Attitude Survey revealed that members of designated groups, in general, viewed their promotional opportunities as similar to those of the remainder of the Corporation. (Ongoing)

11. Applications for paid leaves of educational absence, in accordance with established policies, will be monitored to ensure that equitable compensation, terms and opportunities are available to male and female applicants. Leaves of absence will be granted selectively on the basis that educational upgrading is directly linked to the professional and technical requirements of The Corporation. Management Audit and the EEO Division will be asked to undertake a statistical sampling of applications. (Winter 1991 and ongoing on an annual basis)

Delayed until 1992 January.

12. Applications for advanced seminars and professional training opportunities will be monitored to ensure they are available on an equitable basis to male and female applicants, based on operational needs. Management Audit and the EEO Division will be asked to undertake a statistical sampling of applications. (Winter 1991 and ongoing on an annual basis)

> Delayed until 1992 January.

13. A corporate-wide "Valuing a Diverse Workforce" workshop will be developed for management, supervisory, and other staff, to attend. (1991)

> The EEO Division hired a Training & Education Co-ordinator, who has developed - with Human Resources Development Division assistance - the "Introduction to Employment Equity" workshop. This is currently being presented in a 2-day format to senior management. 10 Facilitators - from across City departments - have been trained to deliver the program. A 1-day version for supervisors will commence in January 1992, and a half-day version is being prepared for the balance of the workforce.

14. The provision of financial support where required will be examined for apprenticeship or post-secondary institution training to assist some designated group members in obtaining entrance to under-represented positions.

> The Corporation plans to accurately identify the under-represented positions by 1992 January. Other skill shortage positions will also be identified. The Law Department has provided a legal opinion that scholarships are permissable under human rights and charter legislation. Also see Initiative #19.

15. The EEO Division will incorporate employment equity concepts and information into policy and procedural manuals, and ensure that City publications and videos reflect the diversity of the City workforce. (June 1991, ongoing)

> A proposed EE Policy is before the Board of Commissioners and a procedures manual is in the draft stage.

16. EEO Division will investigate with Public Information Department additional opportunities to promote employment equity in corporate communications, e.g. letterheads, etc. (April 1991)

A proposed "Guidelines for Equity Communications" - prepared by the EEO Division with the Public Information Department, for dissemination throughout The Corporation, is currently before the Board of Commissioners.

17. Personnel Services Department in conjunction with the EEO Division will be directed to:

a) prepare a Corporate Strategy for community public relations to co-ordinate initiatives involving outreach to educational, vocational institutions and designated group agencies and organizations to inform students of employment opportunities in the Corporation;

Representatives from both the Personnel Services Department and the Equal Employment Opportunity Division currently sit on the Employment Equity Steering Committee's Outreach Subcommittee. This subcommittee is currently addressing this initiative. (Ongoing).

b) prepare an inventory of federal/provincial grants available for hiring and training designated groups;

The provincial generic programs, STEP and PEP have been cut. The federal programs are continuing. An update of this initiative is now scheduled for 1992.

c) continue job rotation/job exchange/deferred salary sabbaticals and other appropriate initiatives to provide expanded opportunities for new work experiences;

The Compensation Division, Personnel Services Department has developed a proposal which was subsequently approved by the Board of Commissioners that provides permanent employees with over 5 years of service with opportunity to apply for a Self-Funded Leave of Absence.

In addition, a research study entitled 'Job Sharing in The City of Calgary' has been carried out and, will hopefully, provide a basis for a City policy on the subject.

d) review employment medical requirements to ensure they are valid and do not unnecessarily screen out disabled candidates;

New methods and procedures for medical assessment of new employees and current employees moving within the Corporation are under review by the Employment and Health Services Division of the Personnel Services Department. Completion Date: 1992 December.

e) develop procedures to assess out-of-country qualifications and credentials to ensure that visible minority job candidates are not unnecessarily screened out from job competitions;

In January 1991, Employment and Health Services Division surveyed a number of other organizations to determine their methods of assessing and setting minimum qualifications. Also in early 1991, the Personnel Services Department made a presentation to the Immigrants Qualifications Task Force and the Deputy Minister of Labour in support of the establishment of a foreign credentials evaluation service under the auspices of the Provincial Government. Currently, resources such as York University, University of Toronto and the Country Index are utilized. (Ongoing)

f) develop exit questionnaires or interviews on a pilot basis with members of designated groups who leave The Corporation;

A survey of a number of municipalities has been undertaken and the data will form the basis for a report with recommendations (Spring, 1992).

In addition, exit interviews have been conducted by the Human Resources Development Division at the request of operating departments. In 1990, only one request was received and the results of the exit interview were communicated to the department head. (Ongoing)

g) develop an appropriate method for identifying designated group members amongst those applying for employment with The City of Calgary.

Representatives from both the Equal Employment Opportunity Division and Personnel Services currently sit on the Applicant Tracking Subcommittee of the Equal Employment Steering Committee. This committee has drafted an application form section designed to track designated group applicants with an estimated implementation date of July 1992.

NEW CORPORATE INITIATIVES

18. EEO Division will assemble an Internal Advisory Group, consisting of several line employees from the designated groups. This Advisory Group will function as a sounding board and focus group for City employment equity initiatives and programs. (from January 1991)

19. EEO Division, working with the Personnel Services Department, will create a "Bridges"-type program, based upon the program of the same name at The City of Toronto, which will enable women and other designated group persons an opportunity of cross-training in non-traditional occupations. An attempt will be made to address some of The City's identified key skill shortage needs as part of the program. (from May 1992)

20. The City of Calgary will consider establishing an Employment Equity Year. This would focus attention on Employment Equity throughout the Corporation and the community.

21. The City of Calgary will consider establishing an annual Equity Award for the best effort by a department in making progress (not necessarily quantitative) in employment equity.

ALDERMAN

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 **DEPARTMENT:** Aldermanic Office

MISSION: To serve the citizens of Calgary by facilitating and enhancing communication and understanding between members of Council, the public, civic administration, and other levels of government.

1.1 **PROFILE:** Total number of survey respondents: 9 (1990) 10 (1991).

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0	0	0	0	0	0	0	0
Visible Minorities	0	0	0	0	0	0	0	0
Persons with Disabilities	0	0	0	0	0	0	0	0
Total number of employees: 11	3	3	7	8	10	10	70%	72.73%
Number of permanent employees					10	10		
Number of seasonal/limited term employees					0	1		
Number of special category employees					0	0		

1.2 SITUATION (INTERNAL)

All staff positions within the Aldermanic Office are Management Exempt. Vacancies are recruited to through the City's competition process for Management Exempt employees.

Turnover is low among the Aldermanic Office staff.

Of 10 permanent positions, 2 are currently vacant. One is the result of a maternity leave and is being covered by a limited term position. The limited term position is staffed by a female. The other is the result of a transfer and the position remains vacant.

1.3 SITUATION (EXTERNAL)

Based on applications received it appears the external pool of available candidates within the designated groups is sufficient to provide qualified applicants from the designated groups in proportion to their occurrence in the Census Metropolitan Area.

Manager is familiar with the work of the Outreach, Work Experience and Employee Tracking Sub-Committees of the Employment Equity Steering Committee.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES:

The Aldermanic Office will continue to act as an equal opportunity employer. While no specific targets have been set, the Department will take the initiative of hiring from the designated groups as opportunities to do so arise.

Progress 1990/91

(a) Hosted two students of the YWCA's Work Experience Program. Both students were female, one a member of a visible minority.
(b) Two female senior staff members have completed the Municipal Management Development Program. One also completed a Management Development Certificate program offered by the University of Calgary, for which the Department provided financial support.
(c) Manager has completed the "Introduction to Employment Equity" Workshop.

New Initiatives 1991/92

(a) Will participate in work experience programs for target group employees as the opportunities arise.
(b) Will consider LTD or WCB employee for a proposed part-time reception position, if approved (1992).
(c) All staff to attend the "Introduction to Employment Equity" Workshop by the end of 1992.
(d) With regard to vacant positions, will contact Outreach Advisor to assist in outreach efforts to designated group agencies to encourage qualified applicants to apply.

1.5 COST AND RESOURCE IMPLICATIONS

Due to the small size of the Aldermanic Office costs of the Employment Equity Program are not considered significant and have not been broken out.

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - 1992
Training		Identify time commitment by staff and Aldermen for "Introduction to Employment Equity"
Outreach		
Materials		
Equipment		
Time		$750.00 Also add hours spent by Process Champion.
Other - Please list		

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Participate in Corporate Initiatives dealing with;

(Additions/Comments)

The Aldermanic Office is participating in flex-time and will consider job share proposals.

Signed: ______________________

Alderman Ray Clark, Chairman
Aldermanic Office Coordinating Committee

Signed: Mike H

Mike Hinds, Manager
Aldermanic Office Services

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: ALDERMANIC OFFICE
DESIGNATED GROUP: WOMEN

SOC # + OCCUPATIONAL GROUP	CITY TITLE	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #%	Designated Group 1991 Rep #%	Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
1135 Finance Management	Resource Officer	1	1	0%	Vacant	36.1%	N/A See Below	N/A	N/A See Below	
1149 Other Mgrs. & Administration	Mgr. Aldermanic Office Coordinator	2	2	50%	50%	44.9%	"	No Change	"	
1179 Occ. Related to Mgmt. & Admin.	Admin. Office Resource Analyst Resource Ass't	3	3	66.7%	66.7%	44.6%	"	No Change	"	
4111 Secretaries & Stenographers	Aldermanic Secretary	2	2	100%	100%	99.1%	"	No Change	"	
4171 Receptionists & Info. Clerks	Aldermanic Receptionist	2	2	100%	100%	96.9%		No Change		

Note: The units overall performance with respect to the designated group is good. Given the small number of employees, it is not practical to develop an action plan for each SOC group. Likewise specific goals in relation to the Aboriginal, Visible Minority and Disable designated groups are not practical and have not been set.

ASSESSMENT, TAX &
LICENSE (AT&L)

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 **DEPARTMENT:** Assessment, Tax & License

MISSION: The Assessment, Tax & License Department is responsible for assessing, taxing and licensing all properties and businesses in accordance with Provincial legislation and Council policy.

1.1 **PROFILE:**

Total number of survey respondents: 260 (1990), 238 (1991)

	Male 1990	**Male 1991**	**Female 1990**	**Female 1991**	**Total 1990**	**Total 1991**	**% of Total 1990**	**% of Total 1991**
Aboriginal	0	0	1	2	1	2	.38%	.84%
Visible Minorities	9	8	16	14	25	22	9.62%	9.24%
Persons with Disabilities	8	8	5	5	13	13	5.00%	5.46%
Total number of employees:	118	110	149	134	267	244	55.8% female	54.92% female
Number of permanent employees					225	234		
Number of seasonal/limited term employees					41	9		
Number of special category employees					1	1		

1.2 SITUATION (INTERNAL)

1. On 1991 July 15 there were 20 permanent and limited term vacancies in the Department.

1. Staff currently working as Assessors are uncertain as to what the future qualifications for their jobs will be. During 1990 a proposal was submitted to the Alberta Government to form a province-wide Assessment Authority. The possibility of becoming employees of a Provincial Assessment Authority have some staff concerned about job security, change, etc.

1.3 SITUATION (EXTERNAL)

1. The University of Alberta "Real Property Assessment Certificate" is no longer accepting new students.

Changes/Additions/Deletions:

1. Provincial legislation that provides direction as to how property assessments are completed is under review. Should the new legislation be passed all Assessors will require extensive retraining.
2. A proposal has been submitted to the Provincial Legislature requesting the creation of an Assessing Authority. Should this occur, half of the Departmental staff would become employees of a Provincial Corporation.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Examine the feasibility of establishing a scholarship for an Aboriginal enroled in a post-secondary assessment or assessment related program. This will include developing scholarship guidelines. **RESPONSIBILITY:** Process Champion. **TIME FRAME:** To be completed by 1991 May.

Progress: This initiative has been put on hold due to the impending change in qualifications and uncertainty around what is happening to the Assessment Division and to Assessment legislation.

2. Set-up an Assessor training position for an Aboriginal who has graduated from an assessment or assessment-related post-secondary program. **RESPONSIBILITY:** Process Champion and Manager, Assessment Operations. **TIME FRAME:** To be completed by 1991 July.

Progress: This initiative has also been delayed until the Assessor qualifications are more clearly defined. The date to be completed has now been moved to 1993 July.

3. Develop print materials that promote Assessor and Assessment Clerical jobs within the Assessment, Tax and License Department. **RESPONSIBILITY:** Staff Development and Training. **TIME FRAME:** 1991 March.

Progress: Print materials have been developed and are on file, however, we have not released this information because of the potential changes to Assessor qualifications.

4. Provide clerical work experience opportunities for aboriginals and for people with disabilities. **RESPONSIBILITY:** Process Champion, Clerical Supervisors. **TIME FRAME:** Immediate start.

Progress: The work experience option has been promoted by Staff Training and Development. The Department has provided 5 work experience opportunities since 1991 January.
Tax and License Division - 3 women (one visible minority) 1991 January - May.
Finance and Administrative Services:
a) 2 female aboriginals (1991 July - September).
b) Co-op placement - 1 male (1991 May - September).

5. In collaboration with the Equal Employment Opportunity Outreach Advisor, establish a network of community contacts for the purposes of attracting qualified Aboriginals to SOC 1116 and all Clerical SOC numbers. **RESPONSIBILITY:** Process Champion. **TIME FRAME:** When vacancies occur.

Progress: In 1991 July a network of community contacts was established. As vacancies occur in SOC 1116 (Assessors, License Inspectors, etc.), postings are being sent to employment agencies that serve target group members.

6. Provide Employment Equity Awareness orientation sessions for all Manager, coordinators, and Supervisor. **RESPONSIBILITY:** Staff Development and Training. **TIME FRAME:** To be completed by 1992 January.

Progress: All Assessment, Tax and License Managers and Coordinators are registered to attend the two day Employment Equity Awareness Training scheduled for the fall of 1991. Supervisors will be attending the one day sessions being planned for them during 1992. All other staff will have the option of attending the half-day training program. Frances Park, the Department's Staff Development and Training Officer, will be facilitating the training effort.

7. Continue with the implementation of a performance management system that will enable Coordinators and Supervisors to provide career guidance for all employees in order that they can meet their career goals as they relate to the job. **RESPONSIBILITY:** Staff Development and Training. **TIME FRAME:** 1991 January.

Progress: A performance management system for all Departmental Local 38 staff was introduced to Managers, Coordinators and Supervisors between 1990 December and 1991 February. Supervisors introduced the system to staff during the spring of 1991. The performance development review form has a section for employees to identify their career goals and training and development needs. Supervisors are encouraged to initiate this discussion with staff.

All supervisors will be interviewed during 1991 Sept./Oct. to gather information as to how the process is working.

8. Ensure the Assessment, Tax & License Professional Resource Centre has career planning and Equal Employment Opportunity information for staff to access. **RESPONSIBILITY:** Process Champion, Supervisor, Records Centre/Resource Library, Staff Development and Training. **TIME FRAME:** Ongoing.

Progress: Staff Development and Training and the Records Centre have begun to order magazines and books addressing career planning and employment equity.
e.g. Canadian Recruitment Management Handbook (Selecting Safely Within the Law), The City of Calgary Employment Equity Action Plans.
Book reviews are put into the Departmental newsletter. An article outlining the thrust of the Departmental Employment Equity plans was included in the 1991 August issue of TALK.

9. Develop career pathing information for the Assessment, Tax & License Department. **RESPONSIBILITY:** Staff Development and Training **TIME FRAME:** To be completed by mid-1992.

Progress: Given the uncertainty around the future structure of the organization, position qualifications, etc. this goal will be delayed an additional 12 months. Time Frame: mid-1993.

10. Review the hiring procedures to ensure that all components (qualifications, testing, interview process) are free of systemic discrimination. **RESPONSIBILITY:** Staff Development and Training, Supervisors, Process Champion. **TIME FRAME:** To be completed by 1991 December.

Progress: As positions become vacant the qualifications are reviewed by Staff Development and Training to ensure that they reflect the actual job requirements.

The present testing for clerical and assessor positions are being reviewed and alternatives are being researched with the assistance of the Personnel Services Department.

The Departmental Process Champion, Staff Development Officer and/or the Employment Consultant have been assisting with all interviews involving targeted positions.

11. Monitor all external hiring in relation to its impact on the achievement of the stated Equal Employment Opportunity goals. **RESPONSIBILITY:** Process Champion. **TIME FRAME:** Ongoing.

Progress: A formal process for monitoring hiring is being developed

ADDITIONS

1. Prepare a report exploring the need for flexibility in starting and quitting times, job sharing and reduced work week or established part-time.

Progress: The report indicates that 83% of A. T. & L. employees are between the ages of 26 and 45; and 7% or 17 are currently eligible for retirement. Given that 54.92% of the employees in the Department are female the lack of alternative work-time arrangements could function as a barrier to job satisfaction and employment.

2. Survey staff to determine the level of interest in alternate starting and quitting times, job sharing and reduced work week or established part-time.

Progress: Survey results were as follows:
Alternate starting and quitting times - 80% in favor
Job Sharing - 15.3% in favor
Reduced Work Week - 17.6% in favor

On 1991 August 1 staff were given the option of starting work between the hours of 7:00 and 9:00 AM stopping between 3:30 and 5:30 PM.

Guidelines are being developed for job sharing and permanent part-time.

3. Develop a program for staff, with an emphasis on target members, who want to explore career options, with particular emphasis on supervision.

Progress: The Staff Development and Training section spearheaded the development of a program called "Exploring Choices - Supervision and Other Career Options". The Electric System, Engineering and Environmental Services, Planning and Building, and Finance Departments were involved in developing the program. Assessment, Tax & License along with the other aforementioned departments will be introducing the program to department staff during the fall of 1991.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	10 days (Process Champion, Departmental EEO Trainer)	• 30 days for the Employment Equity Trainer (Frances Park). • 89 days for staff to attend Employment Equity Workshops.
Outreach		2 days of outreach activites.
Materials	Books, newsletters	$100.00
Equipment		
Time	30 days, meetings, presentations, reports, recruitment, reviewing hiring practices.	25 days for Process Champion to attend to Employment Equity initiatives.
Other - Please list		

2.0 IDENTIFIED CORPORATE INITIATIVES

1. The Employment Services Division will identify qualified designate group applicants for interviewing purposes.

   The Equal Employment Opportunity Division and the Personnel Services Department will develop a system whereby designate group members can identify themselves when applying for jobs.

Progress: A new application form is being developed that will give applicants an option of identifying whether or not they are a target group member.

2. The Equal Employment Opportunity Division will develop an Employment Equity Awareness and Cross-cultural program for use by Departments.

Progress: The Assessment, Tax & License Department is participating in the Employment Equity Awareness Program that has been developed corporately.

3. The Employment Services Division and Equal Employment Opportunity Division will coordinate Department initiatives that require contact with agencies, schools, etc. outside of The City of Calgary Corporation.

Progress: The Employment Services Division is leading this initiative.

4. The Employment Services Division and Equal Employment Opportunity Division will assist Departments who wish to apply for Federal funding for adjustments to the work environment for people with disabilities, when necessary.

Progress: The Employment Services Division is assisting with this initiative.

5. The Equal Employment Opportunity Division will coordinate support groups of newly hired employees from designate groups in an effort to help increase the rate of retention.

Progress: No action to date.

6. The Human Resources Development Division of the Personnel Services Department will develop a career planning program so that City of Calgary employees can take a proactive stance in planning their careers.

Progress: The Human Resources Division of the Personnel Services Department had a representative attend the developmental meetings of the "Exploring Choices" program being chaired by the Assessment Tax & License Department.

7. The Employment Services Division will develop a display board for promotion of job opportunities within The City of Calgary.

Progress: A display board is being developed by the Employment Services Division.

Signed: ______________________
T. Oystrick, Director

Signed: ______________________
L. Laing, Process Champion

1991 September 13

90/09/19

EXHIBIT A1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: A.T. & L.
DESIGNATED GROUP: ABORIGINALS

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
1116/9919 Inspectors & Officers Regulatory Officers Gov./No Soc. Designation (BU) Assessment Supervisors Assessors, Assessor Assistants, License Inspectors, Supervisor Field Operations, Business Tax Valuation Officers, Research Officers	126	115	0%	0.00%	2.22%	+1 or .8% by 1993	No Change	No Change	• Two SOC 1116 positions were coded 4199 previously. • One SOC 1116 position was coded SOC 0000. • There were 4 vacancies in SOC 1116 and the snapshot did not include information on SOC 9919, which has now been deleted.
(See next page)									

EXHIBIT A2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: A. T. & L.
DESIGNATED GROUP: ABORIGINALS

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
28 1 1 2 4131/4135/4137/4161/ 4171/4195/4197/4199 20 1 3 7 Assessment Clerk, Data Control Adjuster, Operations Assistant, Sr. Assessment Clerk, Local Improvements Adjustor, Tax Certificate Rep., School Support Clerk, Timekeeper, Accounting Assistant, Permit Clerk, Accountant, Mortgage Adjustor, Rates Analysis Clerk, Residential Control Clerk, Records Clerk, Customer Service Rep., Tax Information Rep., Telephone Information Clerk, Receptionists/Typists, Training Clerk, Area Clerk, Chief Clerk, Court of Revision Clerk, Counter Clerk - License, License Control Clerk - Mobile Homes	69	63 according to snapshot	0%	1.59%	1.6%	+1 or 1.4% by 1993	+1	No Change	• There were four vacancies in SOC 4131. • There was one vacancy in SOC 4171. • Two positions coded SOC 4199 should have been coded SOC 1116.

EXHIBIT PD1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: ASSESSMENT, TAX & LICENSE
DESIGNATED GROUP: PERSONS WITH DISABILITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
4131/4135/4137/4161/ 4171/4195/4197/4199 Assessment Clerk, Data Control Adjuster, Operations Assistant, Sr. Assessment Clerk, Local Improvements Adjustor, Tax Certificate Rep., School Support Clerk, Timekeeper, Accounting Assistant, Permit Clerk, Accountant, Mortgage Adjustor, Rates Analysis Clerk, Residential Control Clerk, Records Clerk, Customer Service Rep., Tax Information Rep., Telephone Information Clerk, Receptionists/Typists, Training Clerk, Area Clerk, Chief Clerk, Court of Revision Clerk, Counter Clerk - License, License Control Clerk - Mobile Homes	69	63	2.9%	1.59%	5 - 8%	+1 person or 4.3% by 1993			See comments under Aboriginals.

BOARD OF
COMMISSIONERS

PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: BOARD OF COMMISSIONERS

MISSION: The Board of Commissioners, comprised of the Chief Commissioner and three other Commissioners, is responsible for the operation of 22 departments and the Equal Employment Opportunity Division. The Board reports to City Council directly and through Standing Policy Committees of Council.

1.1 PROFILE:

Total number of survey respondents: 22 (1990) 26 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	1	0	0	0	1	0	4.6%	0%
Visible Minorities	0	0	1	2	1	2	4.6%	7.7%
Persons with Disabilities	1	1	0	0	1	1	4.6%	3.8%
Total number of employees: 27	9	10	14	17	23	27	60.87% female	62.96% female
Number of permanent employees					21	25		
Number of seasonal/limited term employees					1	1		
Number of special category employees					1	1		

1.2 SITUATION (INTERNAL)

1. Several factors make the Commissioners' Office a unique department. All positions in the office are Management Exempt. With the exception of the Assistant Records Clerk and Receptionist positions, there are no entry-level positions in the office. Several years of experience in the Corporation, whether at the managerial or secretarial level, have been considered necessary for effective performance in the office. In this regard, the pattern of recruitment has been primarily internal to the Corporation. The lack of availability of entry-level positions has made it more difficult to recruit members of the designated group populations, in particular, visible minorities, the disabled and aboriginals. In addition, there is a group of positions - the Administrative Assistants - which are rotating appointments rather than competition based.

2. The Commissioners' Office supports the concept of job-sharing where feasible in terms of job function and has introduced a job-share position in the Assistant Records Clerk function effective October 1990.

3. The Commissioners' Office has had a significant turnover rate in the last three year period at all levels. It is expected that there will be a minimum of 2 retirements in the next 5 year period and recruitment for these positions will be on an open competition basis.

4. The Commissioners' Office has three basic categories of positions: senior management (the Board of Commissioners); middle management and professional staff (Secretary to the Board of Commissioners; Administrative Assistants; Equal Employment Opportunity Division staff) and secretarial and support staff. The various classes of positions are unrelated; however, career paths are available within SOC categories 4111, 4161, 4171 (secretarial and technical) as well as 1149 (Administrative Assistant) subsequent to the average two year term of appointment in the Commissioners' Office.

5. In the case of the Commissioners' Office, under-representation of designated groups is evident in the following areas:

   Commissioners (1113) (women)

   There is no action plan for "Aboriginals" as this designated group shows no representation in local labour force data in the senior management category.

   Secretaries/Records Clerks/Reception (4111, 4161, 4171) (Aboriginals)

   ACTION PLANS WERE NOT PREPARED FOR THE FOLLOWING:

   Secretary to the Board and Administrative Assistant Positions, Outreach Advisor (1149)

   By including the Administrative Assistant "alternates", the visible minority designated group is represented; the aboriginal category is not included as this group shows a .01 representation in local labour force data.

6. Action plans are not very meaningful for positions with less than five staff. In the Commissioners' Office, there is one staff person in the category of Inspectors and Regulatory Officers (1116) which is occupied by the Equal Employment Opportunity Manager.Seasonal (STEP) positions have not been included as there have been less than five in the last 2 year period. **It should be noted that two of these positions were filled by visible minorities and one by an aboriginal.**

7. The Board of Commissioners is of the opinion that the Equal Employment Opportunity (EEO) Division during this developmental stage is appropriately located as a division within the Commissioners' Office. It is anticipated that there may be provision for growth positions in the Division in the next year to allow the unit to meet its expanded mandate in response to Council's directions in respect to employment equity.

An EE Education & Training Co-ordinator was hired in 1991 April.

8. In addition to developing specific goals and strategies relative to the Commissioners' Office Employment Equity Action Plan, the Board also supports strategies and policy initiatives of a broader corporate nature that will enhance the implementation of Employment Equity throughout the Corporation. These recommendations are consistent with recommendations contained on the Board of Commissioners' Strategic Plan and the Financial Planning Task Force which were undertaken in the period 1987-89.

In December 1990, 2 positions working on Pay Equity were added to the Commissioners' Office.

1.3 SITUATION (EXTERNAL)

1. There has been no identifiable shortage of qualified applicants for positions in the Commissioners' Office.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Recommend to Council that the next Commissioner vacancy is subject to open recruitment and competition.
   RESPONSIBILITY: Chief Commissioner
   TIMEFRAME: When a vacancy arises.

> No vacancies have occurred in the last year. The commitment to open recruitment remains.

2. Introduce an Assistant Commissioner training program where department heads are appointed to 6 month assignments with the Board of Commissioners in 1991. These secondments may permit the appointment of qualified and available female incumbents who currently occupy senior management positions to serve as Acting Department Heads.
   RESPONSIBILITY: Chief Commissioner
   TIMEFRAME: 1991 September

> The Acting Assistant Commissioner program began on 1991 July 1, and will continue with four six-month positions over the next two years. The selections will be made to on the basis of competition open to all City senior managers and department heads.

3. Review succession plans for all departments at the director and senior manager level to determine the representation of qualified female candidates in department plans. Departmental succession plans should demonstrate flexibility and include candidates from a wide variety of departments and appropriate job families within the Corporation. Progress in this area will be reviewed at the time of performance reviews of individual department heads.
   RESPONSIBILITY: Each Commissioner
   TIMEFRAME: Annual succession planning sessions.

All Department Directors have been actively encouraged to include all possible candidates when preparing succession plans, including those from outside a specific work area.

4. Undertake a random audit of training and educational opportunities available to women in management to ensure that equitable and appropriate management development opportunities are available. The audit will be undertaken by the EEO Division and Management Audit and will report directly to the Chief Commissioner.
   RESPONSIBILITY: Manager, Equal Employment Opportunity Division
   TIMEFRAME: Completion of first audit by December 1992.

This remains a joint commitment of the EEO Division and Management Audit Department and will commence winter 1991/1992.

5. Develop an outreach program with the EEO Outreach Advisor to encourage applicants for vacancies from qualified aboriginal applicants both internal and external to the Corporation.
   RESPONSIBILITY: Outreach Advisor
   TIMEFRAME: Ongoing as vacancies occur

The Outreach Advisor has been involved in the two most recent competitions in the Commissioners Office, in making all aboriginal groups aware of the opportunities.

6. Encourage TESA to refer qualified designated group applicants to fill short term assignments in the office.
   RESPONSIBILITY: Secretary to the Board of Commissioners
   TIMEFRAME: Ongoing as TESA help required

The longest assignment for TESA staff during the year was handled superbly by an aboriginal person.

7. Encourage current staff to register in cross-cultural awareness and Valuing a Diverse Workforce program to promote awareness and acceptance.
RESPONSIBILITY: Chief Commissioner/Board Secretary
TIMEFRAME: December 1992

All senior management staff are aware of, and will participate in, the current Introduction to Employment Equity training program.

ADDITIONS

8. Create an introductory training program on employment equity for all City staff.
RESPONSIBILITY: Manager, Equal Employment Opportunity Division
TIMEFRAME: December 1991

In April, 1991 a Training and Education Co-ordinator was hired, with the mandate to develop the "Introduction to Employment Equity" workshops for all City staff. Sessions are scheduled to begin in August, 1991.

9. Do one work experience placement in EEOD office by December 1991 using the Work Experience Directory.

During this reporting period, the Equal Employment Opportunity Division of the Commissioners' Office provided a work experience project, under the supervision of the Division Secretary to a visible minority male.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training		
Outreach		
Materials	Equal Employment Opportunity Division budget July 1990 - July 1991 is $243,158.	Equal Employment Opportunity Division budget July 1991 - July 1992 is $353,456 (if approved).
Equipment		
Time	3.25 person years (Training & Education commenced 1991 April)	4.5 person years (if approved)
Other - Please list		

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Participate in Corporate Initiatives dealing with:

   - job sharing and flextime;

   - employment equity and valuing diversity training workshops;

   - outreach to ethnic communities, native reserves, and schools to market employment opportunities within the department.

Signed: ______________________
R.A. Welin, Chief Commissioner

Signed: ______________________
John Dunfield, Process Champion

(DATE)
90/09/19

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: COMMISSIONERS
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS)											
1113 (government administrators) Commissioners	4	4	0	0%	0	0%	34.1%	• subject to retirement/turnover on the Board of Commissioners. • begining May 1991 with one appointment/ secondment each year. • beginning Dec. 1990 and ongoing thereafter. • beginning Dec. 1990 and ongoing thereafter.	1 secondment to Asst. Commissioner		There has been no turnover at the Commissioner level.

EXHIBIT A1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: COMMISSIONERS
DESIGNATED GROUP: ABORIGINAL

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
4111, Supervisors-Stenographic and Typing Occupations) • Secretaries to Commisisoners (4) • Secretary to Secretary of the Board • Assistant Secretary • Secretary to the Equal Employment Opportunity Co-ordinator	10	11	0	0%	0	0%	2.08%	+1 or 10% by 1991			Aboriginal female hired on TESA for 3 months during reporting period.
4161 (Supervisor-Library, File Correspondence) Records Clerk and Assistant Records Clerk											
4171 (Supervisors-Reception, Info Mall) Receptionist											

CALGARY ECONOMIC DEVELOPMENT
AUTHORITY (CEDA)

1991 PROGRESS REPORT ON
EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: Calgary Economic Development Authority

MISSION: The Authority's mandate is to promote economic initiatives that assist in creating employment by:
- sustaining existing industry;
- encouraging new companies to locate in Calgary.

The Authority provides a one-stop source of market information and assistance for business presently in Calgary and for those firms planning to move to the city, regardless of size, product or service.

1.1 PROFILE:

Total number of survey respondents: 15 (1990) 13 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0	0	0	0	0	0		
Visible Minorities	1	0	0	0	1	0	6.67%	0
Persons with Disabilities	1	1	0	0	1	1	6.67%	0
Total number of employees:	9	8	8	8	17	16	47.06% female	50% female
Number of permanent employees					14	14		
Number of seasonal/limited term employees					2	1		
Number of special category employees					1	1		

1.2 SITUATION (INTERNAL)

1. Low turnover rate, 6.3% in 1987, 13.4% in 1988, 26.7% in 1989. 6.3% in 1990

2. Find that due to qualification and experience required for Economic Development Officer positions, majority of applicants are external candidates.

1.3 SITUATION (EXTERNAL)

1. It appears, from observing names on applications, few women or visible minorities have applied for Economic Development Officer positions.

2. Difficult to introduce career lines for Economic Development Officer positions due to diverse education and experience required for those positions, eg. must be good sales people, must be knowledgeable in government policies and have a good understanding of business and must have knowledge of foreign customs and protocol.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Ensure that designated group applicants who meet qualifications are interviewed for positions.

(Progress)

To date the targeted position has not become available.

2. Informing individuals and committees such as the International Trade Committee and Export Club of available positions which can generate a broader cross section of interest from qualified individuals.

(Progress)

These areas will be notified when targeted position becomes available.

3. An alternative would be to promote available positions to designate groups through the national and provincial associations of Economic Development.

(Progress)

To date the targeted position has not become available.

4. Continue to utilize Federal and Provincial funding grants for training/hiring designated group members for specific job creation positon.

(Progress)

Because of cutbacks our particular program was not accepted.

5. C.E.D.A. will work with the employment consultant and EEO outreach advisor in doing outreach to potential candidated for economic development positions when vacancies occur.

(Progress)

Will do this when position becomes available.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training		Indirect cost to department. Bruce McDonald and David Parker will be attending introduction to employment equity in fall of 91. (28 staff hours)
Outreach		
Materials		
Equipment		
Time	Process Champion new to position - attended meetings, course, etc. approximately 20 hours.	Increase - possibly double last year's.
Other -		

Signed: ____________________
B. McDonald, President

Signed: ____________________
A. Danby, Process Champion

(DATE)
90/09/19

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CALGARY ECONOMIC DEVELOPMENT AUTHORITY
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1179 Occupations related to management and administration N.E.C. Economic Development Officer (B.U.)	7	7		44.6%		44.6%	*	+1 or 28.6% by 1993			
(NEW GOALS)											

* No data available, but generally believed to be between 5% and 8% in general labour force.

CALGARY PARKS & RECREATION
(PARKS/RECREATION)

1991

PROGRESS REPORT

EMPLOYMENT EQUITY

ACTION PLAN

1.0 DEPARTMENT: Calgary Parks & Recreation

MISSION Ensures the provision of leisure opportunities accessible to all Calgarians & enhances our environment both natural and manmade.

1.1 PROFILE:

Total number of survey respondents: **1462** (1990) **1657** (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	20	25	16	21	36	46	2.46%	2.78
Visible Minorities	59	67	23	25	82	92	5.61	5.55
Persons with Disabilities	46	44	19	15	65	59	4.45	3.56
Total Number of employees	1204	1186	1071	1082	2275	2268	female 47.12	female 47.71
Number of permanent employees					641	657		
Number of seasonal/limited term employees					1053	1035		
Number of special category employees					581	576		

PROGRESS REPORT

1.2 SITUATION (INTERNAL)

1. The Department is comprised of a wide diversity of positions ranging from Labourers in Parks Division, Community Recreation Specialists in Leisure Services Division, to Lifeguards in Facilities Division.

2. In addition, the responsibility for several Societies falls within the scope of Calgary Parks & Recreation. These include Fort Calgary, Heritage Park, Alberta Science Centre and Calgary Zoo.

3. Due to the nature of the operation, over half of the Department's total work force is either seasonal or temporary non-union staff who deliver leisure programs.

4. In Parks Division, most new employees are hired on a seasonal basis and typically remain seasonal for an average of fifteen years before obtaining a permanency. Progression to a permanent position is governed by the terms of the C.U.P.E. Local 37 Collective Agreement with seniority playing a key role in the selection to permanent positions which are relatively unskilled in nature, i.e., Labourers and Equipment Operators.

5. Progression in Facilities Division and Leisure Services Division relates to hours of work with many entry positions slated for on-call hours. Employees would then work their way through temporary part-time and/or established part-time status prior to gaining an established full-time position.

6. The Director of Calgary Parks & Recreation serves as Parks/Recreation Job Family Head. All positions classified within this Job Family are within this Department.

7. Projected turnover rate within management positions is low: 2 positions in 1987, 1 position in 1988, 1 position in 1989, 1 position in 1990.

8. Since major SOC revisions are required before an accurate reflection of this Department's workforce is attained, grouping of SOC codes has been deferred until 1991.

9. The Department has developed a Job Sharing System and currently has two successful job share positions established.

10. Thirty-one Department employees are currently on Long Term Disability and four are on W.C.B.

PROGRESS

7. Turnover Management/Exempt positions 1 in 1990

10. Department employees currently on Longterm Disability 24 W.C.B 3

PROGRESS REPORT

1.3 SITUATION (EXTERNAL)

1. Based on our experience in the Recreation field, it is our observation that few designated groups have been attracted to diploma/degree programs from which the Department might obtain recruits in this area.

2. The Department has contracted an external consultant to do Multi-Culturalism Awareness Training with the staff in our Leisure Services Division in order to provide better service to the public in this area.

(Progress)

1. A university Student Population characteristics study was completed in February 1991. Results indicate 57% of enrolment was female. Other target groups show minimal interest in our discipline.

2. Second Draft of a Cultural Diversity Training & Education Strategic Plan by Rebecca Chan Allen was completed July 11, 1991 to be implemented late fall of 1991.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Appoint a Multi-Level Department Team to oversee the implementation of the plan and monitor progress in reaching our goals. **RESPONSIBILITY:** Department Head/Process Champion. **TIMEFRAME:** 1991 January.

(Progress)

It was our intent to wait for initial training to be done. Employment Equity Workshop - team members have been identified but have not yet received training.

2. Monitor competitions to ensure that a percentage of designated group applicants who meet minimum qualifications for under-represented positions are interviewed. **RESPONSIBILITY:** Process Champion & Division Managers. **TIMEFRAME:** Ongoing.

(Progress)

At this point we are unaware of designated group members who are applicants because a process for identifying group designation has not been implemented. Applicant Tracking Sub Committee has made a recommendation for approval on a corporate basis that is being examined by the Employment & Health Services Division of the Personnel Services Department.

3. Meet with representative women at various levels within the Department to determine whether they have concerns regarding the departmental work environment as it affects women. Develop strategies to address concerns that are identified. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** Ongoing.

(Progress)

Meetings have been held on an ongoing basis & concerns have been addressed. Concerns have ranged from arranging for women in like situations to get together to share ideas to investigation of the appropriateness of starting salaries.

4. Undertake a survey of Canadian Post Secondary Institutions offering Recreation, Leisure Studies and Horticultural Programs to determine participation of designated groups in these programs. **RESPONSIBILITY:** Supervisor of Human Resources. **TIMEFRAME:** 1991 July.

(Progress)

A university Student Population characteristics study was completed in February 1991. Results indicate 57% of enrolment was female. Other target groups show minimal interest in our discipline.

5. Provide internal continuous development support to designated group members through the Human Resources Section by:

a) Establishing a resource structure to support individuals who desire opportunities for cross training and ensuring full awareness of these resources is communicated. **TIMEFRAME:** 1991 January.

b) Reviewing succession/retention pools to ensure consistency with Employment Equity plans. **TIMEFRAME:** 1991 March.

c) Establishing a structure to accommodate Job Exchange practices within the Department. **TIMEFRAME:** 1991 July.

d) Incorporating Employment Equity Concepts and information into orientation manuals and policy plans. **TIMEFRAME:** 1991 December.

e) Continuing to coach and ensure sound career development support. Ongoing.

f) Continuing to provide opportunities for Focus Training to designated group members (eg., Women in Management). Ongoing.

RESPONSIBILITY: Supervisor of Human Resources.

(Progress)

- **Flexitime initiated in Marketing, Design & Development Division**
- **Implemented cross training in Finance Division. Key staff have been identified for relief purposes and will become familiar with the duties of those relief positions. This will also assist the operations in peak periods ie. Budget preparation.**
- **Publication of seasonal staff training opportunities for all staff to Participate in.**

6. Provide for employee rehabilitation and support by:

a) Developing and maintaining a skills and abilities inventory of Department employees currently on Long-Term Disability who are Occupationally Disabled in order that they may be considered for suitable established vacancies.

b) Identifying opportunities to use Occupationally Disabled Employees for projects which may previously have been contracted.

(Progress)

Seven staff placed on rehabilitation placed as Concession Attendants. One staff placed as a Community Recreation Consultant.

PROGRESS REPORT

7. Improve overall Departmental response rate to E.E.O. Survey Questionnaire by:

- developing and implementing a system to capture special category and Temporary/On-Call staff.

RESPONSIBILITY: Process Champion in conjunction with EEO Office.
TIMEFRAME: 1991 March.

(Progress)

195 more employees responded in 1991 than in 1990.

Surveys were resent to all staff who did not complete first request. Participation is expected to increase prior to 1992 July snapshot.

System for Code 86 new hires to be implemented.

Follow up to be done by 1992 August 01 after respondents identified.

8. Meet with the Supervisor of the Data Centre, Personnel Services Department, to institute changes to SOC codes to delineate temporary/seasonal employees. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** 1990 November.

(Progress)

Some progress in the delineation of Seasonal/Temporary Employees is widened by change in number of positions designated as Labourers (Seasonal).

Full review of SOC Codes Targeted for prior to March 1992.

1.5 COST AND RESOURCE IMPLICATIONS

	COST OF EMPLOYMENT EQUITY PROGRAM JULY 1990 TO JULY 1991	BUDGET RE: EE PROGRAM JULY 1991 - 1992
Training	Cultural Diversity Training & Ed. Strategic Plan $7,500.00	Cultural Diversity Training & Ed. Stragegic Plan Estimate of costs for staff to attend Corporate Employment Equity Workshops: (down time or internal cost) M.E. 2 day (1,120 hours) Supervisors 1 day (1200 hrs.) Frontline Staff 1/2 day (2,000 hours).
Outreach	Participation in Various Career Day & ARPA Conferences, Guest Speakers at Post Secondary Institutions ($5,000.00).	Participation in Various Career Day & ARPA Conferences, Guest Speakers (250 hours).
Materials	N/A	
Equipment		
Time		

1.5 COST AND RESOURCE IMPLICATIONS (continued)

	COST OF EMPLOYMENT EQUITY PROGRAM JULY 1990 TO JULY 1991	BUDGET RE: EE PROGRAM JULY 1991 - 1992
Other - Please List	Human Resources - Process Champion $4,500.00	P/T Clerical Staff $15,000.00 (1992 Growth) Process Champion (150 hrs.) Calgary Parks & Recreation Employment Equity Committee (1,000 hrs.)

PROGRESS REPORT

2.0 IDENTIFIED CORPORATE

1. Under the direction of the Employment Equity Office and Human Resources Development Division, Personnel Services Department:

    - provide Employment Equity Training for all Managers and Supervisors.
    - provide Multi-Culturalism in the Workplace and Valuing Diversity training to Managers and Supervisors.

2. Establish a system to identify designated group applicants in order that departments can measure success in achieving goals for targeted positions.

3. Establish a policy and program for dealing with the rehabilitation of Long-Term Disability employees.

4. Advise the Unions of the intent of the Employment Equity Plan and obtain their support for the implementation of initiatives.

SIGNED: ______________________________
K. Bosma, Director

SIGNED: Gladys Quigley
G. Quigley, Process Champion

(DATE)
91/09/12

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15-1991 JULY 15

DEPARTMENT: CALGARY PARKS & RECREATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
ORIGINAL GOALS 1119 Management Officials/ Administrators	21	22	5	23.8%	4	18.18%	40.6 %	+2 or 33.3% by 1993	- 1		one additional position added to this SOC group

Supervisor, Design & Development
Manager, Parks Division
Supervisor, Planning Section
Grants & Leases Supt.
Area Parks Supt.
Manager Heritage Park
Assistant Manager Heritage Park
Manager, Leisure Services Div.
Supt., Central Parks Services
Supt., Central Rec. Services
Coordinator, Materials & Equipment Utilization
Special Projects Coordinator (Eval-Vac)
Area Recreation Supt.
Supt., Leisure Centre
Pools Superintendent
Supt., Arenas/Athletic Parks
Supvr., Golf Course Operations
Manager, Facilities Division

(continued)

EXHIBIT W1 (continued)
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CALGARY PARKS & RECREATION
DESIGNATED GROUP: WOMEN (continued)

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
ORIGINAL GOALS 1179 Occupations related to Management & Administration	19	15	4	21.1%	3	20 %	44.6 %	+3 or 36.8% by 1993	- 1		

Marketing Accounts Coordinator
Supervisor, Marketing
Executive Assistant
Safety Coordinator (LRB)
Asst. Vol/Educ. Coordinator
Supt. Devonian Consv. & Research Centre
Planetarium Lecturer (LRB)
Supvr., Administration
Supvr., Arenas/Athletic Parks Operations

Supt., Golf Courses
Admin., Facilities Bookings
Leisure Learning Services Coordinator
Community Leadership Supervisor
Supvr., Leisure Learning
Loss Control/Public Safety Specialist (LRB)
Supvr., Indoor Pool Operations
Supvr., Outdoor Pool Operations
Loss Control/Safety Consultnat

(continued)

EXHIBIT W1 (continued)
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CALGARY PARKS & RECREATION
DESIGNATED GROUP: WOMEN (continued)

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	%	Designated Group 1991 Rep #	%	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
ORIGINAL GOALS 7180 Foremen/Women Farming Hort. Animal Husbandry Occ. B.U	42	43	2	4.8%	3	6.98%	14.5 %	+4 or 14.3% by 1993	+ 1		

District Parks Supervisor
Animal Care Supervisor
Supervisor, Technical Services
Commissary Services Supervisor
Asst. Supervisor, Animal Care
Gardener Foreman
Irrigation Foreman Winter/Summer
Cemetery Supervisor
Amenities Foreman Winter/Summer
Nursery Supervisor
Devonian Gardens Supervisor
Horticultural Supervisor

EXHIBIT W2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15-1991 JULY 15

DEPARTMENT: CALGARY PARKS & RECREATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
7185 Crop Farm Workers B.U.	23	27	6	26.1%	8	29.6	44.5 %	+3 or 39.1% by 1993	+ 2		4 additional positions added to this SOC group
Gardener Gardener (Habitat) Conservatory Attendant Indoor Gardens Attendant											

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15-1991 JULY 15

DEPARTMENT: CITY
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
7185 Crop Farm Workers B.U.	23	27	2	9.5%	2	9.1%	21.6 %	2 or 17.4 by 1993	N/C		4 additional positions added to this SOC group
Gardener Gardener (Habitat) Conservatory Attendant Indoor Gardens Attendant											
9918 Occupations in Labouring Other Elemental Work B.U. Labourers (Seasonal)	893	606	34	5.6%	39	6.9%	12.5 %	15 or 8% by 1993	+ 5		187 positions have now been dropped from this SOC code and recoded.

PROGRESS REPORT ON
EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: CALGARY POLICE SERVICE

MISSION: The Police Service, in concert with other agencies and the citizens of Calgary is instrumental in preserving the quality of life in our community by maintaining Calgary as a secure place in which to live. In so doing, we are dedicated philosophically and operationally to the concept of preventive policing. Our primary focus is on crime prevention, crime detection and apprehension, and traffic safety, and our most effective tools are positive community relations, education, and use of current technology to analyze conditions, project trends and deploy resources.

1.1 PROFILE:

Total number of survey respondents: 1415 (1990) 1477 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	12	13	5	5	17	18	1.20	1.22
Visible Minorities	23	32	29	33	52	65	3.67	4.40
Persons with Disabilities	44	42	9	11	54	53	3.82	3.59
Total Number of Employees:	1326	1341	435	490	1761	1831	Female 24.70	Female 26.76
Number of Permanent Employees					1640	1678	93.12	91.64%
Number of Seasonal/Limited Term Employees					71	97	4.03	5.29%
Number of Special Category Employees					50	56	2.83	3.05%

1.2 SITUATION (INTERNAL)

1. Administratively, Police Service employees are classified as either police officers or civilian police members. Police officers make up approximately 75% of the total number with civilian police members accounting for 25%. For the purposes of the "plans of action", police officers will be considered as one major group. To facilitate statistical comparisons with Canadian Immigration and Employment census numbers, certain employees such as Summon Officers have been included in the "police officers" standard occupational code, (S.O.C).

2. Civilian employees will be classified into 6 major occupational groups, namely: professionals, middle and upper managers, skilled and semi-skilled workers, clerical and other workers, supervisors and manual workers. The 6 categories include 99.4% of the civilian positions and represent more than 50 distinct S.O.C.'s. It was felt that because of the diversity of occupations and in many instances the relatively small number of employees involved, that such a grouping format would allow for far more meaningful and useful comparisons.

(Changes)

1. A hiring slow-down is in effect for 1991. Instead of 3 police recruit classes (72 members), only one will be held (28 members).
2. A low attrition rate, currently 4.5% for police officers and 6.3% for all members is expected to continue.
3. Employment Equity statistics quoted in this report may not be accurate. For example, out of the last 28 police officers hired, only 6 responded to the Employment Equity Questionnaire. This situation is presently being corrected - all new hires since the last snapshot are being re-canvassed.
4. The inaccuracy of the statistics is shown again in Exhibit W1. The total number of police officers shown in 1990 was 1,252. Before the 1991 figures were calculated it was determined that this figure included some civilian staff. The 1991 figures are accurate although it should be remembered that summons officers are included in this figure.

1.3 SITUATION (EXTERNAL)

1. Although 1,810 applications for police officers were received during the period 1990 July 01 to 1991 July 01, only 401 were from women, 138 from visible minorities and 23 from aboriginal.

   * NOTE: Of the total female applicants, 20 were also included in the total number of visible minorities/aboriginal applicants.

Efforts to increase the number of applications from members of the targeted groups are being made through initiatives such as the Police Ethnic and Cultural Education (P.E.A.C.E.) project and the Community Outreach Police Recruiting (C.O.P.R.) team. A separate initiative from Mount Royal College's Criminology Department to increase the number of natives in policing also looks promising.

1.4 EMPLOYMENT EQUITY INITIATIVES

1. Review of the Recruit Selection Process

The existing process will be reviewed to ensure that testing and assessment instruments are fair, valid and appropriate.

(Progress)

The Police Applicant Test, Obstacle Course and Interview format are under review under the guidance of the Recruiting Standards Review Committee. A police officer has been seconded to the project full time as a researcher-analyst. In the interim, the obstacle course has been made available to potential candidates for practice testing and the present interviews have been restructured to more closely comply with Targeted Selection Standards.

2. Information Seminars

Will be developed to prepare candidates and interested prospects for the selection process.

(Progress)

Information seminars have been developed by the C.O.P.R. team. The team has presented 42 of these seminars at educational institutions, native reserves, community functions and women's shows.

3. Community Outreach Police Recruiting C.O.P.R.

A proactive recruiting team that will aggressively promote career opportunities at the community level. The team is composed of constables from the Recruiting Unit and from the Multicultural Liaison Unit.

(Progress)

The C.O.P.R. team acquired a new van and had it appropriately "dressed up" to promote the Calgary Police Service, proudly displaying the logo **"Join Us"**.

The team has set up recruiting displays at malls, high schools, colleges and universities. C.O.P.R. has also given presentations to groups in high schools, colleges, universities, community including groups, Indian reserves and the Western Canada Women's Show.

4. Police Ethnic and Cultural Education (P.E.A.C.E.) Project

Students from ethnic and aboriginal communities work for two months alongside regular members to:

(a) Provide them with an opportunity to experience and gain a better understanding of the Calgary Police Service.

(b) Develop and foster a positive relationship between students and police.

(c) Provide career opportunities within the Calgary Police Service.

(d) Provide hands-on experience to the students in various areas of the Service.

(Progress)

This project was introduced in 1990 July when 6 students and two coordinators were hired for two months. It's success caused the program to be repeated during the summer of 1991. Two coordinators and 10 students are presently completing their work in this project.

5. Meeting with Community and Cultural Leaders

(Progress)

This meeting was held on 1990 November 15 at the Multicultural Centre. It was attended by senior members of the Service, the Chairman of the Calgary Police Commission, and various cultural and community leaders in Calgary.

The intended message was that:

1. The Calgary Police Service is seeking qualified candidates from all racial and ethnic groups in Calgary. It is a priority for us to adequately represent the mosaic which makes up the Community of Calgary.
2. The Calgary Police Service values diversity in its ranks and will be stronger and better if an equitable representation is attained.
3. Exciting and lucrative career opportunities are available within the Police Service.
4. Communities have a responsibility to assist the Police Service as partners in promoting the policing career to its members.

6. Calgary Police Commission - Calgary Police Service Letter

A letter jointly signed by the Chairman of the Police Commission and the Chief of Police outlining the Service's goal to attract qualified candidates from all racial and cultural groups in Calgary. Published in four languages: Chinese, French, Hindi and Punjabi.

(Progress)

Mailed to 20 community and ethnic leaders in 1990 December.

7. New Recruiting Brochures

(Progress)

A new recruiting brochure has been designed. This brochure will contain recruiting information for careers as sworn and civilian members. There will be two types, one is a folded pamphlet designed for general distribution while the other is a larger folder with interchangeable "slip-in" sheets containing information in an expanded format. Production of these brochures is imminent.

8. Talking Yellow Pages

(Progress)

The present talking yellow pages feature a recruiting advertisement in six different languages: English, Chinese, French, Hindu, Punjabi and Vietnamese.

9. In-Service Training

(Progress)

A recruiting information component has been added to the Multicultural Education Course which will update our members on current Employment Equity issues.

10. Police Recruiters' Conference

This was a proposed initiative and was being researched at the writing of the first Employment Equity Report.

(Progress)

A first ever Canadian Police Recruiters' Conference was hosted by the Service on 1991 May 1 - 3. With **"The Qualified Applicant - The 90's Challenge"** as its theme; the conference explored such issues as employment equity recruiting, removing the bias from the selection process, and setting recruiting standards. The conference was attended by delegates from across the nation with keynote speakers and session presenters attending from Canada and the United States.

11. Police Cadet Program (Proposed)

(Progress)

This initiative is still at the research stage and is being slowed by initial cost projections relating to manpower and administrative costs.

12. Television (Community Programming and Other Networks).

(Progress)

A member of the Recruiting Unit appeared on local community Cablevision on a program called **"News Magazine"**. He used the opportunity to communicate the positive aspects of a career in policing. Coverage of the P.E.A.C.E. Project on network television during 1990 and 1991 provided great opportunities to achieve the same result.

13. Engagement of a Native Employment Consultant

As a result of a commitment by policing services to increase aboriginal representation in policing, a consultant with a background in native education submitted a proposal to provide education to natives showing an interest in a policing career.

(Progress)

This initiative is experiencing difficulty as it appears funding for this project is unavailable.

14. Billboard Advertising

(Progress)

Billboard advertising commenced on 1990 December 14 and ran for four (4) weeks on eighteen (18) billboards, carrying the theme **"Join Us"**. Two other billboards were purchased in Chinatown for the same period carrying a similar message in Chinese. The **"The Join Us"** two ads were also used on transit buses for a period in 1991 January.

NEW INITIATIVES

1. POSTER ADVERTISING

The Calgary Police Service has joined various police services throughout Alberta to specifically advertise for aboriginal.

R.C.M.P. (K. Division) invited the Service, the Louis Bull Police, the Edmonton Police Service and the Lethbridge Police Service to combine forces to make up an advertising poster aimed at attracting aboriginal to the various police services. Two of our members were photographed and were included on a poster that used the theme *"Look to the Future ...... a Career in Law Enforcement and Corrections"*.

2. NATIVE EDUCATION AT MOUNT ROYAL COLLEGE

Mount Royal College has an extensive history in educating natives in Social Work programs, especially among the Stony Indians. As a result of their success, the Criminology Department has proposed a program to educate natives from reserves in Southern Alberta who are interested in but not qualified for careers in policing. Key members from the Calgary Police Services are members of a committee considering the proposal for which research will start in 1991 September.

3. WORK EXPERIENCE

The Civilian Personnel Branch of the Service actively supports the City's Work Experience Program having placed some 13 work experience students from targeted groups in various areas of the Service since January 1991.

4. SELECTION STANDARDS REVIEW COMMITTEE

The Police Service is presently reviewing 3 aspects of the recruit selection process, the Police Applicant Test (P.A.T.), the obstacle course and the interview process. A committee of members of the Police Service, the Police Commission and the community has been formed to monitor this process. One constable has been seconded full time in addition to the required consultants and researchers expected to complete the project.

5. Two members of the Service have been trained as facilitators to deliver the E.G.O.D.'S new training course "Introduction to EE" to staff. A considerable time and effort commitment to EE by the Service is evidenced by their involvement in the project.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	Conferences and training for staff Approximately $1,000	Conferences for staff - $1,000
Outreach	Advertising $20,000 C.O.P.R. team 2 constables salaries	C.O.P.R. team activities: 2 constables Advertising in Cultural Media and others - $30,000
Materials	Approximate printing costs for related material - $2,500	Printing of Recruiting brochures and related materials - $3,000
Equipment	Van for C.O.P.R. team - $21,000. V.C.R. for C.O.P.R. team - $450,000	Upgrade of Artwork for Recruiting Display - $3,000
Time	Meetings, Police Recruiter's Conference. C.O.P.R. team activities Conferences	Training for all Police Service Members Meetings, Conferences, C.O.P.R. team activities
Other - Please list		One constable seconded full-time to Selection Standards Review Committee. Consultant and Research costs yet to be determined

SIGNED: G Borbridge
G.F. Borbridge, Chief of Police

SIGNED: ______________________
J.A. Bergen, Process Champion

91/10/01

EXHIBIT WM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CALGARY POLICE SERVICE
DESIGNATED GROUP: VISIBLE MINORITIES

S.O.C.	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS)									
"Police Officers", S.O.C.: 6112	1252	1147	18/1.70%	21/2.11%	1.0%	6 during 1991 6 during 1992 8 during 1993 Total: 20	+3		Figures are skewed by lower response rate: 1032 in 1990 vs. 996 in 1991
"Professionals", S.O.C.'s: 1171, 2144, 2183, 2315, 2331, 2351	32	37	2/8%	3/8.11%	9.6%	0 during 1991 0 during 1992 1 during 1993 Total 1	+1	0 during 1992 1 during 1993 Total 1	
"Middle and Other Managers", S.O.C.'s: 1131, 1132, 1135, 1145, 1147, 1149, 1173, 1174, 1179	22	26	5/24.0%	4/16.67%	5.0%	None	-1		This decline will be monitored
"Clerical and Other Workers", S.O.C.'s: 4111, 4113, 4131, 4141, 4143, 4155, 4161, 4171, 4175, 4179, 4191, 4192, 4197, 4199	319	344	19/8.2%	25/8.56%	7.9%	None	+6		

EXHIBIT VM2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CALGARY POLICE SERVICE
DESIGNATED GROUP: VISIBLE MINORITIES

S.O.C.	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS) "Skilled and Service Workers", S.O.C.'s: 2189, 2353, 2797, 3351, 8553, 8581, 8781, 8799, 9555, 9591	63	59	0/0%	0/0%	8.9%	1 during 1991 1 during 1992 1 during 1993 Total: 3	No Change	1 during 1992 2 during 1993 Total: 3	
"Supervisors and Foremen/Women", S.O.C.'s: 2160, 3360, 4110, 4130, 4140, 4170, 4190, 8730, 8780	23	22	0/0%	0/0%	8.6%	0 during 1991 0 during 1992 1 during 1993 Total : 1	No Change	0 during 1992 1 during 1993 Total: 1	
"Manual Workers (Custodians)", S.O.C.: 6191	39	47	7/31.8%	10/37.04%	25.1%	None	+3		

EXHIBIT A1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CALGARY POLICE SERVICE
DESIGNATED GROUP: ABORIGINALS

S.O.C.	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS) "Police Officers", S.O.C.: 6112	1252	1147	10/1%	9/.90%	1.6%	2 during 1991 3 during 1992 5 during 1993 Total: 10	-1	4 during 1992 6 during 1993 Total: 10	
"Professionals", S.O.C.'s: 1171, 2144, 2183, 2315, 2331, 2351	32	37	0/0%	0/0%	1.0%	0 during 1991 0 during 1992 1 during 1993 Total: 1	No Change	0 during 1992 1 during 1993 Total: 1	
"Middle and Other Managers", S.O.C.'s: 1131, 1132, 1135, 1145, 1147, 1149, 1173, 1174, 1179	22	26	0/0%	0/0%	1.1%	0 during 1991 0 during 1992 1 during 1993 Total: 1	No Change	0 during 1992 1 during 1993 Total: 1	
"Clerical and Other Workers", S.O.C.'s: 4111, 4113, 4131, 4141, 4143, 4155, 4161, 4171, 4175, 4179, 4191, 4192, 4197, 4199	319	344	6/2.6%	6/2.05%	1.9%	0	No Change	0 during 1992 1 during 1993 Total: 1	

EXHIBIT A2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CALGARY POLICE SERVICE
DESIGNATED GROUP: ABORIGINALS

S.O.C.	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS) "Skilled and Semi-Skilled Workers", S.O.C.'s: 2189, 2353, 2797, 2351, 8553, 8581, 8781, 8795, 9555, 9591	63	59	2/3.06%	2/3.4%	2.4%	None	No Change	None	
"Supervisors and Foremen/Women", S.O.C.'s: 2160, 3360, 4110, 4130, 4140, 4170, 4190, 4730, 8780	23	22	0/0%	0/0%	1.6%	0 during 1991 0 during 1992 1 during 1993 Total: 1	No Change	0 during 1992 1 during 1993 Total: 1	
Manual Workers (Custodians) S.O.C. 6191	39	47	0/0%	1/3.7%	2.1%	0 during 1991 0 during 1992 1 during 1993 Total: 1	+1	0 during 1992 1 during 1993 Total: 1	

EXHIBIT PD1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CALGARY POLICE SERVICE
DESIGNATED GROUP: DISABLED

S.O.C.	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS) "Police Officers", S.O.C.: 6112	1252	1147	42/4.07%	39/3.59%	*	None	-3		
"Professionals", S.O.C.'s: 1171, 2144, 2183, 2315, 2331, 2351	32	37	1/4.0%	1/2.70%	*	0 during 1991 0 during 1992 1 during 1993 Total: 1	No Change	0 during 1992 1 during 1993 Total: 1	
"Middle and Other Managers", S.O.C.'s: 1131, 1132, 1135, 1145, 1147, 1149, 1173, 1174, 1179	22	26	0/0%	0/0%	*	0 during 1991 0 during 1992 1 during 1993 Total: 1	No Change	0 during 1992 1 during 1993 Total: 1	
"Clerical and Other Workers", S.O.C.'s: 4111, 4113, 4131, 4141, 4143, 4155, 4161, 4171, 4175, 4179, 4191, 4192, 4197, 4199	319	344	5/2.2%	10/3.42%	*	1 during 1991 1 during 1992 Total: 2	+5	3 during 1992 5 during 1993 Total: 8	

* Not available but thought to be between 5% and 8%

EXHIBIT PD2

PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CALGARY POLICE SERVICE
DESIGNATED GROUP: DISABLED

S.O.C.	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS) "Skilled and Semi-Skilled Workers", S.O.C.'s: 2189, 2353, 2797, 2351, 8553, 8581, 8781, 8799, 9555, 9591	63	59	1/1.7%	1/1.7%	*	0 during 1991 0 during 1992 1 during 1993 Total: 1	No Change	0 during 1992 1 during 1993 Total: 1	
"Supervisors and Foremen/Women", S.O.C.'s: 2160, 3360, 4110, 4130, 4140, 4170, 4190, 8730, 8780	23	22	0/0%	0/0%	*	0 during 1991 0 during 1992 1 during 1993 Total: 1	No Change	0 during 1992 1 during 1993 Total: 1	
"Manual Workers (Custodians)", S.O.C.: 6191	39	47	1/4.5%	1/3.70%	*	None	No Change		

* Not available but thought to be between 5% and 8%

CITY CLERK'S

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 **DEPARTMENT:** CITY CLERK'S

MISSION: In accordance with the Municipal Government Act and other legislation, the City Clerk's Department serves the Corporation of The City of Calgary and its citizens by carrying out the duties of Corporate Secretary, which include the recording of the deliberations of Council and its committees, the security and maintenance of the corporate record and the provision of access to current and archival records to the administration and the public, as well as being responsible for the census, enumeration and election functions.

1.1 **PROFILE:**

Total number of survey respondents: 30 (1990) 33 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0	0	0	0	0	0	N/A	N/A
Visible Minorities	0	0	1	2	1	2	3.33%	6.06%
Persons with Disabilities	0	0	3	4	3	4	13.33%	12.12%
Total number of employees:	3	2	27	31	30	33	90% female	93.94% female

Number of permanent employees	29	30		
Number of seasonal/limited term employees	1	3		
Number of special category employees	N/A	0		

1.2 SITUATION (INTERNAL)

1. In the past 10 to 15 years, the city Clerk and senior Department staff were all male.

2. Majority of positions require high skill levels of specialized training, i.e., 120 wpm shorthand, archival training, election procedures.

3. Various job classes are unrelated, making any attempt at crossover career training difficult to align with career objectives, i.e., Secretariat, Archives, Administration and Election.

4. Key positions difficult to fill because of high profile image and working in difficult situations, i.e., high demands at meetings.

5. Limited training opportunities within The City to expand or increase skills, i.e., shorthand.

6. Low turnover rate in lower level positions:
   1990 - 16% or five positions.
   1989 - 5% or two positions.
   1988 - 10% or four positions.
   1987 - 5% or two positions.

7. Two people retired between July 14/90 and July 15/91. Three more are expected to retire prior to 1993. These positions have been filled/will be filled according to the existing M/E and Local 38 policies.

8. We currently have one person off on Long Term Disability.

9. We currently have a Limited Term Special Archivist in the Archives Division and Limited Term person in the Council Minutes Clerk's position as the permanent employee in this position is on maternity leave.

1.3 SITUATION (EXTERNAL)

1. There is a limited number of candidates falling within the designated groups that have the minimum skills to meet the required levels of competence. In fact, there is a limited number of candidates overall that have the minimum skills to meet the required levels of competence. The most recent example is the competition for the Council Committee Assistant position. There were only eight applicants for this competition. Of the eight, only five met the minimum requirements to qualify for shorthand testing, four were tested. Of the four that were tested, two passed. These two were sent for further skill testing. The skill standards for this position are "Advanced" in all levels. Of the two tested, only one satisfied the "Advanced" requirements.

2. It has been the Department's experience that few candidates from the designated groups apply for available positions within the Department.

3. Out of all the student placements this past year, only 1 (one) student had shorthand skills. She was placed in the Secretariat Division to gain some experience. If she had had to take the shorthand "advanced" tests that other position applicants are required to take, she wold not have passed. She passed the 80 wpm test but was unable to complete the 100 wpm test with the speed/accuracy required to pass the test. She was the top shorthand student in her class. This shows the difficulty in getting properly trained skilled staff to fill secretariat positions.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Ensure designated group's applicants who meet the minimum qualifications and testing requirements for individual positions are interviewed.

Designated groups' applicants meeting the minimum qualifications were tested and those that qualified were hired - i.e., visible minority (one person).

2. Identify with the E.E.O. Outreach Advisor possible programs/meetings that will enable the designated groups to obtain the necessary skills and levels for our specific job applications. The target date for the completion of this objective by the Process Champion is 1990 December 31.

The E.E.O. Outreach Advisor was advised that both S.A.I.T. and Alberta Vocational College have programs where the designated groups can obtain the necessary skills to meet the position requirements in our department. S.A.I.T. offers shorthand with their secretarial course. Both schools have placed practicum students in this department to gain experience.

3. Provide the E.E.O. Advisor with information regarding possible positions within the Department.

Postings were sent to the E.E.O. Advisor.

4. Furnish a list of necessary skill requirements to the E.E.O. Advisor for the designated groups to use in deciding the best avenues to follow in obtaining the necessary skills.

Copies of postings outlining the skills and levels necessary to obtain employment in the City Clerk's Department were sent to the E.E.O. Advisor.

5. The Department will make use of Corporate programs for visits to education workshops and institutions explaining the necessary skills and career opportunities pertinent to the specialized services provided to The City by the City Clerk's Department.

The City Clerk's Department has not participated in any of the programs to date - i.e., Career Days, etc. We plan to do so within the next year.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	0	0
Outreach	0	0
Materials	0	0
Equipment	0	0
Time	20 Hours	90 Hours
Other - Please list		

2.0 IDENTIFIED CORPORATE INITIATIVES

This Department will participate in Corporate initiatives related to Divisional needs.

Signed: Dennis Widdes
D.L. Garner, Director

Signed:
D. Starr, Process Champion

1991 September 20

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 1113 Government Administrators City Clerk's Dept.	1	1	0	0%	0	0%	9.1%	+2 or 10% of all positions listed by 1993			See Comments from 1990 Action Plan.
1132 Management Occupations Social Science & Related Field City Clerk's Dept.	1	1	0	0%	0	0%	3.6%	+2 or 10% of all positions listed by 1993			
1149 Other Managers & Administrators, N.E.C. City Clerk's Dept.	4	3	0	0%	0	0%	4.2%	+2 or 10% of all positions listed by 1993			One of these positions in 1990 was an underfill.

EXHIBIT VM2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 1179 Occupations Related to MGMT & ADMIN, N.E.C. City Clerk's Dept.	1	2	0	0%	0	0%	3.6%	+2 or 10% of all positions listed by 1993			One of these positions was part of SOC 4111 in 1990.
2351 Libraries, Archivists & Conservators City Clerk's Dept.	5	4	0	0%	0	0%	3.6%	+2 or 10% of all positions listed by 1993			
4111 Secretaries & Stenographers City Clerk's Dept.	13	12	0	0%	1	8.3%	4.7%	+2 or 10% of all positions listed by 1993			

EXHIBIT VM3
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	%	Designated Group 1991 Rep #	%	Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS) 4130 Supervisors: Bookkeeping, Acct - Recording & Rltd Occptn City Clerk's Dept.	2	1	0	0%	0	0%	5.9%	+2 or 10% of all positions listed by 1993			One of these positions was transferred to SOC #4160 in 1991.
4131 Bookkeepers & Accounting Clerks City Clerk's Dept.	1	1	0	0%	0	0%	9.1%	+2 or, 10% of all positions listed by 1993			
4160 Supervisors: Library, File, Correspondence Clks & Rltd Occ. City Clerk's Dept.	0	1	0	0%	0	0%	12.5%	+2 or 10% of all positions listed by 1993			This position was originally included in SOC #4130.

EXHIBIT VM4
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 4161 Library and File Clerk City Clerk's Dept.	2	3	1	50%	1	33.33%	11.2%	+2 or 10% of all positions listed by 1993			
4171 Receptionists and Information Clerks City Clerk's Dept.	1	1	0	0%	0	0%	5.2%	+2 or 10% of all positions listed by 1993			

EXHIBIT A1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: ABORIGINALS

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 1113 Government Administrators City Clerk's Dept.	1	1	0	0%	0	0%	0%	+1 or 3.3% of all positions by 1993			See Comments from 1990 Action Plan.
1132 Management Occupations Social Science & Related Field City Clerk's Dept.	1	1	0	0%	0	0%	2.4%	+1 or 3.3% of all positions by 1993			
1149 Other Managers & Administrators, N.E.C. City Clerk's Dept.	4	3	0	0%	0	0%	1.0%	+1 or 3.3% of all positions by 1993			One of these positions in 1990 was an underfill.

EXHIBIT A2

PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: ABORIGINALS

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 1179 Occupations Related to MGMT & ADMIN, N.E.C. City Clerk's Dept.	1	2	0	0%	0	0%	1.3%	+1 or 3.3% of all positions by 1993			One of these positions was part of SOC 4111 in 1990.
2351 Libraries, Archivists & Conservators City Clerk's Dept.	5	4	0	0%	0	0%	0%	+1 or 3.3% of all positions by 1993			
4111 Secretaries & Stenographers City Clerk's Dept.	13	12	0	0%	0	0%	2.0%	+1 or 3.3% of all positions by 1993			

EXHIBIT A3
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: ABORIGINALS

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 4130 Supervisors: Bookkeeping, Acct - Recording & Rltd Occptn City Clerk's Dept.	2	1	0	0%	0	0%	1.7%	+1 or 3.3% of all positions by 1993			One of these positions was transferred to SOC #4160 in 1991.
4131 Bookkeepers & Accounting Clerks City Clerk's Dept.	1	1	0	0%	0	0%	1.6%	+1 or 3.3% of all positions by 1993			
4160 Supervisors: Library, File, Correspondence Clks & Rltd Occ. City Clerk's Dept.	0	1	0	0%	0	0%	0%	+1 or 3.3% of all positions by 1993			This position was originally included in SOC #4130.

EXHIBIT A4
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: ABORIGINALS

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 4161 Library and File Clerk City Clerk's Dept.	2	3	0	0%	0	0%	1.9%	+1 or 3.3% of all positions by 1993			
4171 Receptionists and Information Clerks City Clerk's Dept.	1	1	0	0%	0	0%	2.3%	+1 or.3.3% of all positions by 1993			

EXHIBIT PD1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: PERSONS WITH DISABILITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 1113 Government Administrators City Clerk's Dept.	1	1	0	0%	0	0%	*				See Comments from 1990 Action Plan.
1132 Management Occupations Social Science & Related Field City Clerk's Dept.	1	1	0	0%	0	0%	*				
1149 Other Managers & Administrators, N.E.C. City Clerk's Dept.	4	3	1	25%	1	33.33%	*				One of these positions in 1990 was an underfill.

* **NOTE:** No data available, but generally believed to be between 5% and 8% in general labour force.

EXHIBIT PD2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: PERSONS WITH DISABILITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS) 1179 Occupations Related to MGMT & ADMIN, N.E.C. City Clerk's Dept.	1	2	0	0%	0	0%	*				One of these positions was part of SOC 4111 in 1990.
2351 Libraries, Archivists & Conservators City Clerk's Dept.	5	5	0	0%	0	0%	*				
4111 Secretaries & Stenographers City Clerk's Dept.	13	12	1	8.33%	1	7.69%	*				

* Note - No data available, but generally believed to be between 5% and 8% in general labour force.

EXHIBIT PD3
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: PERSONS WITH DISABILITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 4130 Supervisors: Bookkeeping, Acct - Recording & Rltd Occptn City Clerk's Dept.	2	1	0	0%	0	0%	*				One of these positions was transferred to SOC #4160 in 1991.
4131 Bookkeepers & Accounting Clerks City Clerk's Dept.	1	1	1	100%	1	100%	*				
4160 Supervisors: Library, File, Correspondence Clks & Rltd Occ. City Clerk's Dept.	0	1	0	0%	0	0%	*				This position was originally included in SOC #4130.

* Note - No data available, but generally believed to be between 5% and 8% in general labour force.

EXHIBIT PD4
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY CLERK'S
DESIGNATED GROUP: PERSONS WITH DISABILITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 4161 Library and File Clerk City Clerk's Dept.	2	3	0	0%	0	0%	*				
4171 Receptionists and Information Clerks City Clerk's Dept.	1	1	0	0%	0	0%	*				

* Note - no data available but generally believed to be between 5% and 8% in general labour force.

CORPORATE RESOURCES

PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: CORPORATE RESOURCES

MISSION: Corporate Resources is a staff department dedicated to enhancing public value by providing quality products and services to help civic decision-makers manage The Corporation of The City of Calgary. Our services include the provision of Corporate economic and demographic information, forecasts and monitoring; the coordination of intergovernmental initiatives; and a broad range of management consulting services.

1.1 PROFILE:

Total number of survey respondents: 26 (1990) 26 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0	0	0	0	0	0	0.00%	0.00%
Visible Minorities	4	4	1	2	5	6	19.23%	23.08%
Persons with Disabilities	0	0	0	0	0	0	0.00%	0.00%
Total number of employees:	20	17	6	10	26	27	23.08% female	37.04% female
Number of permanent employees					23	24		
Number of seasonal/limited term employees					0	0		
Number of special category employees					3	3		

1.2 SITUATION: (Internal)

1. The Department's highly-qualified staff possess a wide diversity of backgrounds, skills and relevant public and private sector experience. These skills range from experienced economists and statisticians to experts in other areas of the social sciences, planning, engineering and public administration.

2. Staff work in an inter-disciplinary environment.

3. There are 15 management exempt (ME) positions and 8 bargaining unit (BU) positions in the Department.

   There are 16 management exempt (ME) positions and 8 bargaining unit (BU) positions in the Department.

4. The Department has no employees on LTD or WCB.

5. Most of the senior staff in ME positions have been with The City for at least 10 years.

6. Turnover rate in the Department: 4.3% in 1987, 0% in 1988, 4.3% in 1989 and 0% in 1990.

7. Senior staff from other departments have worked in the Department as secondments on special projects.

8. Over the last 8 years, the Department has hired persons under SEED/STEP/PEP for project work during only 2 Summers. In the Summer of 1985, of the 3 persons hired, 2 belonged to the designated groups. In the Summer of 1990, three students were hired none of whom belonged to the designated groups. As the hiring of students is sporadic and their inclusion in our action plan distort departmental statistics, they have been excluded from our "Goals and Timetables".

9. Career opportunities in the Department are advertised locally (the Herald) and nationally (the Globe and Mail).

10. Three retirements are expected over the next 5 years. Of these, 2 would be ME positions; and 1 bargaining unit.

    Three retirements are expected over the next 5 years. Currently all three positions are management exempt. One of the positions, after the retirement of the incumbent, will become a bargaining unit position.

11. The Director of the Department is head of the operations research job family. Employees in this job family also work in Police and Mechanical Services Department.

12. The following is percentage representation (based on permanent staff) of designated groups (all SOC's combined) in the Department and Calgary CMA:

		WOMEN	**VISIBLE MINORITIES**	**ABORIGINALS**	**PERSONS WITH DISABILITY**
Corporate Resources	July 1990	26.09	21.74	0	0
	July 1991	29.17	20.82	0	0
CMA		39.75	8.76	1.29	not available

The 1991 percentage representation of women in the Department shows an increase over 1990.

These figures indicate under-representation of women and over-representation of visible minorities when compared to CMA figures. The percentages of representation of aboriginals in the Department and the CMA are not significantly different.

1.3 SITUATION: (External)

1. In the past, women and visible minorities have applied for the positions advertised. Women were considered and offered the job, or hired.
2. Data from the University of Calgary and other institutions indicate that women receive degrees/diplomas in disciplines required for various positions in the Department. Similar data are not available for other designated groups.
3. ME positions within the Department require specific degrees and several years of experience in private/public sectors.

4. Generally, it has been found that women applicants for ME positions in the Department do not have the required experience. In the past, if we offered a job to a woman with the required qualifications and experience, we were not able to meet the salary expectations.

5. Over the last 7-8 years, The City has gone through budget cuts/restraints and hiring freeze. As a result, there have been very few growth positions in the Department. There has been very low turnover.

6. The size of the Department is not expected to increase significantly in the foreseeable future.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. The Department continues to commit staff time by way of assignment of the Corporate Statistician as a Statistical Consultant to the Employment Equity program of the Corporation.

2. The Director and Managers of the Department have participated in Employment Equity seminars/meetings and will continue to do so.

3. Recently, a new position in the area of inter-governmental affairs in the Department was created and has been filled internally. In filling the vacancy thus created, Employment Equity will be kept in mind.

PROGRESS: As of this time this vacancy has been filled by a woman thus partially realizing the "Goals and Timetables".

This initiative is now completed.

4. In future, attempts will be made to hire members of designated groups for Summer positions if and when needed.

PROGRESS: This summer, for the third time during the last 9 years, the Department hired 3 students under SEED/CO-OP/Business-Intern programs. All three students were women and one of them also belonged to a visible minority group. As the hiring of students is sporadic and their inclusion in our action plan distorts departmental statistics, they have been excluded from our "Goals and Timetables".

5. The Department intends to continue its efforts to increase representation of designated group members: women, visible minorities, aboriginals and disabled, as opportunities arise, through career planning, career-pathing, secondments, rotation, succession planning, promotion and entry-level jobs, etc. in administrative or technical positions.

PROGRESS: Succession Plans have taken employment equity into consideration where opportunity exists.

6. The Department also intends to participate in the Corporation's Work Experience Programs and/or a University Practicum in 1992 as and when opportunities arise.

1.5 COST AND RESOURCE IMPLICATIONS

1. The Departmental action plan depends on vacancy and/or growth positions which are dealt with within the normal budget process. There are no cost and resource implications at this time.

2.

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	N/A	2 weeks (2 days per person for 5 persons)
Outreach	N/A	N/A
Materials	N/A	N/A
Equipment	N/A	N/A
Time	9 weeks	5 weeks
Other - Please list	N/A	N/A

2.0 IDENTIFIED CORPORATE INITIATIVES

1. The Department is fully committed to participating in appropriate Corporate Employment Equity Initiatives as and when they are introduced and undertaken.

2. The management team and the process champion are all scheduled to attend the Introduction to Employment Equity workshop to be conducted by the Employment Equity Division beginning in October, 1991.

Signed: ______________________
M. V. Facey, Director

Signed: ______________________
Sambhu Nath, Process Champion

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CORPORATE RESOURCES
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(Original Goals) 1130/1131/1149/1173/2181 2183/2311/3314/4111/4143 Director Managers Management Consultants Statistician Economists Research Assistant Information Analyst Graphic Artist Secretary	23	24	6	26.09%	7	29.17%	39.75%	+2 or 34.78%	+1	+1 or 33.33%	See Attached Actions/ Responsibilities
(New Goals)	NOT APPLICABLE										

Note: Students hired under SEED/Business-Intern/Co-Op programs have been excluded

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 **DEPARTMENT:** Data Processing Services Department

MISSION: The mission of the Department is to assist other departments in meeting their corporate objectives. This is achieved by providing leadership and direction in the control and security of information technology.

1.1 **PROFILE:**

Total number of survey respondents: 322 (1990) 299 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	1	1	2	2	3	3	0.93%	1.00%
Visible Minorities	33	33	26	25	59	58	18.32%	19.40%
Persons with Disabilities	15	13	12	8	27	21	8.39%	7.0%
Total number of employees:	213	200	123	114	336	314	36.61% female	36.31% female
Number of permanent employees					319	305		
Number of seasonal/limited term employees					15	4		
Number of special category employees					2	5		

1.2 SITUATION (INTERNAL)

1. Medium turnover rate, 5.2% in 1987, 9.8% in 1988, 6.0% in 1989.

2. Retirements are expected to be six by end of 1993.

3. Two persons are currently on Long Term Disability, and four are on the Rehabilitation Program.

4. Current statistics show the department's work force is well diversified: 36.61% women, 18.32% visible minorities, 8.39% persons with disabilities and 0.93% aboriginal.

5. One of the services provided by the department is Centralized Data Entry. With the changing technology this service is being phased out by the department. This could potentially reduce the ratio of women and visible minorities under SOC 4143 (Electronic Data Processing Equipment Operator) in this department. The employees are finding jobs elsewhere in The City. The positions contained in this SOC mainly are for entry level positions and clerical work in nature. Currently, under this SOC we have a much higher ratio in visible minorities than the general Calgary labour force statistic.

6. Since 1986 we have been working on a comprehensive Career Development Program for the staff in the department that will also help the designated groups. Each employee is given a Career Guide and each year we have conducted Career Development Survey to collect feedback from the staff.

7. We are also conducting Performance Development Review for all the staff in the department.

8. The department has a very credible recruitment process in place that ensure the best candidates are selected. We do aptitude testing for the computer programming positions and use targeted selection interviews for all positions.

9. There are Information Processing Family positions distributed in the following departments: Engineering & Environmental, Police, Fire, Transportation, Parks & Recreation, Planning & Building, Electric System, Mechanical Services, Finance, Personnel, Assessment, Tax & License, Corporate Resources, Law and City Clerks.

1. Turnover rate for 1990 was 8.7% and at the end of June this year the rate is 3.0%.
2. Four employees retired in 1990 and two have retired so far in 1991.
3. Three persons are currently on Long Term Disability, and seven are in the Rehabilitation Program.
4. As indicated above (No. 5) the department is down-sizing the Central Data Entry service. This caused a slight reduction on the ratio of women in the department. Every effort has been made to find a suitable job within the corporation for those employees affected.
5. The phase three of our Career Development Program, Information phase, has been successfully implemented in 1991. It allows all City employees to have on-line access to all job posting in The City. It also identified the job specification of the positions in this department to help employees with their career planning.

1.3 SITUATION (EXTERNAL)

1. A good mix of applicants are available.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Within under-represented job categories, when a position becomes vacant, with assistance from EEO Outreach Advisor, we will develop an outreach program to solicit applicants from the under-represented target groups. **RESPONSIBILITY:** Process Champion and Managers.

EEO Outreach Advisor is assisting department on outreach recruitment on the targeted positions. Discussion has also taken place with EEO Outreach Advisor regarding possible outreach recruitment in the future.

2. Review positions that can be filled by individuals with disabilities, for consideration of persons on Long Term Disability, Workers Compensation Board and external applicants. We currently have four employees on the rehabilitation program. **RESPONSIBILITY:** Managers.

Employees on Long Term Disability (LTD) are encouraged to participate in rehabilitation, we currently have seven employees on the rehabilitation program.

We are also working with the Calgary Civic Employee Benefit Society to replace contract courier personnel with City staff from the rehabilitation program for internal mail delivery. This will provide an opportunity for the City staff that are on LTD to still make a valuable contribution to the corporation.

3. Review positions that are suitable for job rotation. **RESPONSIBILITY:** Managers.

As part of the developmental training, a number of staff in the department have been given opportunity to perform other jobs. ·This includes three from the designated group to gain experience in managerial and supervisory capacities.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training		Eleven management personnel have been nominated to attend the two day employment equity workshop in 1991. The supervisors will attend the one day workshop in early 1992.
Outreach		
Materials		
Equipment		
Time	Process champion spent approximately 100 hours on employment equity activities.	Process champion will continue to spend approximately 100 hours on employment equity activities.
Other - Please list		

2.0 IDENTIFIED CORPORATE INITIATIVES

1. With EEO and Employment Services Division, promote The City's image and attract qualified applicants to work for The City.

Request has been made to Personnel Services to review the rate structure for the Co-op program. The survey conducted by this department had indicated our rates are not competitive with other companies in the city.

2. With EEO and Employment Services Division the department will participate corporately to visit career days at High Schools and other educational institutions.

The Process Champion is participating in the Outreach Sub-committee under the Employment Equity Steering Committee to co-ordinate career days and job fairs for The City.

3. Participate in Corporate Initiatives dealing with:
    - job sharing and flextime;
    - Employment Equity and Valuing Diversity training workshops;

The department is the first department to receive approval from the Board of Commissioners to implement an alternating start time program (flex time). A report will be prepared for the Board of Commissioners in 1992 of the effect of this program on customer service.

We are currently exploring job sharing opportunities in the department.

The management of this department will be participating in the Employment Equity workshop in September of this year.

Signed: ______________________
B.J. Shaw, Director

Signed: ______________________
P. Wan, Process Champion

(DATE)
90/09/16

EXHIBIT A1
PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: DATA PROCESSING SERVICES
DESIGNATED GROUP: ABORIGINAL

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
SOC Code: 9517 and 9591 SOC Occupational Group: Semi-skilled Manual Workers (BU) City Title: BINDER OPERATORS, LAYOUT & DARKROOM TECHNICIANS.	8	6	0	0.0%	0	0.0%	4.4%	*	0		Outreach recruitment was used when the Bindery Operator and Layout & Darkroom Technician positions were vacant.

* Due to limited positions in this group with a history of very low turnover rate, no specific goal was set in the original plan.

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: DATA PROCESSING SERVICES
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
SOC Code: 8735, 9511 and 9512 SOC Occupational Group: Skilled Crafts and Trades (BU) . City Title: NETWORK TECHNICIANS, PRINTING MACHINE OPERATORS.	14	14	0	0.0%	1	7.1%	8.5%	*	+1		This group now has close to the same representation as the general Calgary labour force on this designated area. SOC 9511 has now been removed.

* Due to limited positions in this group with a history of very low turnover rate, no specific goals were set in the original plan.

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: DATA PROCESSING SERVICES
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
SOC Code: 1131, 1135, 1173 & 1179 SOC Occupational Group: Middle and Other Mgrs. (ME & BU) City Title: MANAGERS PLNG & POLICY COORD. DATA ADMINISTRATOR CAPACITY PLNG. SPCLST. RECORDS MGMT. ANALYSTS	21	20	4	19.1%	4	20.0%	33.2%	+1 or 22.7% by 1993	0		As part of the development training a staff in this designated group has been given opportunity to gain more managerial experience.

EXHIBIT W2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: DATA PROCESSING SERVICES
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
SOC Code: 2183 SOC Occupational Group: Systems Analysts, Computer Programmers & Related Occ (ME & BU) City Title: MGMT. SYSTEMS ANALYSTS PROGRAMMERS SYSTEM PROGRAMMERS PERSONAL COMP. ANALYSTS	160	162	44	27.5%	44	27.2%	29.5%	+3 or 29.4% by 1993	0		As part of the developmental training, a staff in this designated group has been given opportunity to gain more supervisory experience.

EXHIBIT W3
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: DATA PROCESSING SERVICES
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
SOC Code: 2163, 2797, 4140, 4170, 4190 and 9510 SOC Occupational Group: Semi-Professionals and Technicians, Supervisor and Foremen/Women. (ME & BU) City Title: COMPUTER CARTOGRAPHERS INSTRUCTORS/CBT ADMIN. MICROGRAPHIC SUPERVISOR MAIL SRVCS SUPERVISOR REPROGRAPHIC SUPERVISOR	24	23	7	29.2%	8	34.8%	41.7%	+1 or 33.3% by 1993	+1		This group has now reached the goal.

ELECTRIC SYSTEM

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 **DEPARTMENT:** City of Calgary Electric System

MISSION: "The Electric System is in business to provide safe, reliable, economic electrical energy and related services to existing and potential customers within the approved service area." Mission Statement- Strategic Plan 1989.

1.1 PROFILE:

Total number of survey respondents: 877 (90) 895 (91)

	Male 90	Male 91	Female 90	Female 91	Total 90	Total 91	% of Total 90	% of Total 91
Aboriginal	19	17	4	4	23	21	2.62%	2.35%
Visible Minorities	46	50	20	22	66	72	7.53%	8.04%
Persons with Disabilities	38	37	4	3	42	40	4.79%	4.47%
Total number of employees:	847	856	129	133	976	989	13.22% female	13.45% female
Number of permanent employees					772	803		
Number of seasonal/limited term employees					185	169		
Number of special category employees					19	17		

1.2 SITUATION (INTERNAL)

1. The City of Calgary Electric System (CCES) utilizes targeted selection and is committed to hiring and promotion based on merit and consistent with the federal employment equity guidelines (Council Report 89-65).

2. The trade, engineering, and labouring fields at the CCES have traditionally and predominately been staffed by men.

3. The Electric System has a diversity of positions (e.g. secretarial, clerical, labouring, trades, engineering, professional, technical, and managerial).

4. Career planning and human resource/succession planning presently exist within certain divisions, or positions associated with specific job families. Formalized career planning and human resource/succession planning, as a departmental system, are part of the CCES Strategic Plan; developmental work in these areas will commence in 1992.

5. The review of job qualifications and associated salary levels are influenced by the current structure of job evaluation systems and review processes.

6. Some union agreements mandate movement into certain positions by seniority.

7. Thirteen per cent of existing CCES full-time employees will be eligible to retire in the next five years. Turnover rates are low, although they have increased over the past three years (1987-3%; 1988-4.2%1989-7.4%). Source: CCES Employee Relations Staff.

8. Certain divisions of the CCES are undergoing an organizational review. The results of this review will create a different organizational structure and some changed job descriptions.

9. There are a number of job fields where the representation of the designated groups falls below that apparent in the community in these job fields. Some are targeted for special attention in the present 1990-1993 action plan. Others will be the focus of subsequent action plans, 1994 and onward.

   It is expected that the initiatives outlined in this report will, indeed, have an impact on the representation of designated groups in these latter job fields, however the career paths to these job fields precludes their inclusion in the present action plan.

   The career paths in question involve a trades, construction or engineering background. These positions are traditionally awarded to senior CCES personnel in recognition of good performance, an aptitude for the more senior position, and long term service. The positions that fall into this category are:

   SOC 2160 - Supervisors, Other Occupations in Architecture and Engineering (Supervisors)

SOC 2797 - Instructors and Training Officers, N.E.C. (Safety and Training Assistants, Lead Equipment Operator)

SOC 8710 - Foremen/Women: Excavating, Grading, Paving and Related Occupations (709 Foremen)

SOC 8730 - Foremen/Women: Electrical Power Lighting and Wiring Communications (Working and Crews Foremen)

SOC 8731 - Electrical Powerline Workers and Related Occupations (Powerlinemen)

SOC 8736 - Inspection, Testing Grading and Sampling Occupations: Electrical Power, Light, etc. (Electrical Inspectors)

SOC 9531 - Power Station Operators (Systems Operators, Dispatchers)

SOC 8733 - Construction Electricians and Repairers (Inside Wiremen)

A very low turnover rate is expected of Surveyors (SOC 2161). There has been no hiring since 1986. The next vacancy (due to retirement) is expected to occur in 1999.

One other job field (SOC 6198 - Occupations Labouring and Other Elemental Work: Other Service - Vehicle Serviceman) consists of four positions. An effort was made to combine this job field with others like it (to create a large enough group so that employment equity programmes are cost effective and any change in representation is statistically significant). There are no other comparable job fields at the CCES.

10. SITUATION (JOB FAMILY)

As requested, information on the job family for which the CCES General Manager is the family head is provided. Information regarding the other job families that are represented in the CCES will be presented in those action plans provided by the appropriate department head.

The Rates, Regulatory and Financial Analysis Family consists of fourteen multi-disciplinary technical positions. Individuals for these positions are recruited at varying levels of experience and seniority from the energy industry, other industries which are similar to utilities in nature, other levels of government, and occasionally within the City. Of the fourteen positions in the job family, five (36%) are held by women, 2 (14%) are held by a member of a visible minority, and none are held by people with disabilities or aboriginal people.

11. ATTITUDINAL ISSUES

All groups, including work groups, develop cultures and traditions that are consistent with the values and beliefs of their members. The CCES can be accurately described as a very traditional organization. In the process of expanding the representation of the designated groups, we are sensitive to the need to assist the integration of differing cultural traditions, family needs and personal values with the norms and mores of the existing culture. The ability to change, and accommodate and appreciate differences, will be important for all employees at all levels.

Some issues that are common to most work places involved in active efforts to accommodate and encourage diversity are: the concerns regarding the opportunities available to staff not belonging to a designated group; the confusion of employment equity initiatives with reverse discrimination or quotas; and the degree to which various staff members are comfortable with change. These issues are apparent at the CCES. Other viewpoints that have been expressed include the belief that no gender, race, or ethnic tensions exist or that such tensions will only arise if designated group representatives become recipients of benefits or advantages that others cannot receive.

To address these issues the CCES has involved employees in the development of the Employment Equity Action Plan and is committed to providing educational and informational opportunities for relevant staff members on the initiatives that will be implemented.

12. RECENT DEVELOPMENTS

In 1990 June the CCES formed an Employment Equity Action Committee (EEAC). Working on that committee were: Leon Burn, Bob Dibb, Shannon Ellison, Mike Gardener, Robert Gebert, Nancy Houston, Anita Lee, Lea Meadows, Yvonne Pearson, Jim Porth, and Bob Steele, representing the divisions within the Electric System.

Over a period of seven weeks, the committee members gathered data on entry qualifications, physical barriers, and attitudinal issues. From the research conducted as well as discussions with various CCES staff members, issues were identified that required further research, the departmental proposed initiatives were generated, and some areas in which the Department has already had success came to light.

A review of entry qualifications suggests that there are few unnecessary standards for job applicants from the viewpoint of those interviewed by committee members. The data gathered from this review will be forwarded to the Qualifications Taskforce, a Corporate committee, mandated to review the qualifications now expected for positions.

An assessment of physical barriers suggests that some changes may be needed to accommodate employees with disabilities. The information gathered in this process will be forwarded to the Facilities Management Committee for consideration.

The research as well as the 1990 July 15 survey of present Corporate staff show that the CCES has done well in the hiring and promotion of designated group representatives in a number of areas. For example, the CCES has been successful in selecting visible minorities for positions as mathematicians, engineers, section heads, communications electricians, and clerical workers; selecting aboriginal people for supervisory and surveyor positions, carpenters and labourers; and selecting women for drafting, personnel, and financial officer positions. A number of employees with disabilities have been reintegrated into the CCES work force. These positions where designated group representation rates are exceeded will not be addressed in employment equity programmes.

In identifying positions warranting special attention in this 1990-1993 action plan, three main guidelines were used. The job field must contain more than five positions (which may be achieved by combining similar job fields). Developmental efforts will therefore be cost-effective and impact the CCES in real terms (the group is then large enough so that any change in representation rates is actually significant). The difference between the representation rates of a designated group in a particular job field at the CCES and in the community must be 5% or more. This assures that the CCES focuses on job fields where there is significant work to do in increasing the representation of designated groups. Finally, the job field must represent positions for which designated group members are immediately eligible or would be eligible by 1993.

As a result of using these guidelines, four job fields (IBEW 254 and Local 37 Labourers, Communication Electricians, and an SOC grouping of specific Divisional Managers, Principal Engineers and Section Heads as reported in Exhibit W4), have been identified as warranting special attention in the period 1990 - 1993. Other positions are listed in the exhibits without numerical targets given the timeframes needed before designated group members are present in the pool of eligible candidates.

A hiring freeze was in effect from 1990 November 28 to 1991 January 28. This eliminated opportunities to change the makeup of the workforce for a two month period.

The reorganization of the CCES has been approved by the Board of Commissioners and is planned for the fall of 1991. This reorganization involves substantial change for many CCES employees. It will consume the time, energy, and attention of many staff members for some months to come.

In the next five years 17.3% of employees will be eligible to retire. This is an increase of 4.3% in one year. Turnover rates for 1990 are corrected and should read 5.7% not 7.4%. In 1991 turnover rates dropped slightly from that to 4.9% . Opportunities for placing new people into existing positions were slightly reduced.

The data on the Rates, Regulatory and Financial Analysis Family remains the same.

The data gathered by the 1990 Employment Equity. Action Committee on physical barriers were forwarded to the Facilities Management Committee. The information on entry level qualifications will be forwarded to the Qualifications Taskforce when that body begins to examine bargaining unit position qualifications.

1.3 SITUATION (EXTERNAL)

1. Early acceptance of employment equity initiatives will put the CCES in a more competitive position with other potential employers.

2. Few women are in the trade schools or diploma/degree programmes (e.g. construction/engineering fields) from which the CCES frequently obtains recruits. For example:

   Women Graduates 1988/89*

	SAIT	U. of C.
Engineering related	1/126	5/100

   Source: University of Calgary, Southern Alberta Institute of Technology
   *Includes foreign students who will return home to work.

   Of 29,467 electricians licensed in Alberta, 52 (0.17%) are women. Three of these women are master electricians, of whom one is presently working in the trade. (Source: Electrical Protection Branch, Government of Alberta)

   The Association of Professional Engineers, Geologists, and Geophysicists in Alberta reports that as of 1990 August 9, 3.6% of Professional Engineers, and 10.5% of Engineers-in-Training, in Calgary, are women.

3. The Department is competing on a world-wide basis for candidates for certain positions (e.g. engineers, linemen). (Source: CCES recruiting staff)

4. Many social issues in Canada affect the ability of various people to take or maintain employment (e.g. the availability of assistance to care for dependent family members frequently impacts the employment of women. In 1971 30% of pre-school age children needed care; in 1986 that was true of 60%. Source: Statistics Canada)

5. The aging of the Canadian population impacts the pool of physically fit candidates for strenuous jobs. (Source: Statistics Canada)

6. The increasing illiteracy of Canadians is becoming a significant factor for employers in hiring and promoting staff. The illiteracy rate is reported to be approaching 30%. (Source: Statistics Canada)

7. More people with disabilities are wanting paid work. In the 1986 census, 80.7% of people who identified themselves as having physical disabilities, were unemployed. (Source: Statistics Canada)

One of the arguments used to support employment equity has been the prediction that skilled labour shortages are impending. Some staff members find this hard to understand or believe. In the past year, they have seen substantial downsizing activity with attendant layoffs in private industry in Calgary, particularly in the oil industry. The media coverage has highlighted the significant number of professional people put out of work. As well, many employees are aware of the large numbers of applications received for some vacancies. These events have led some employees to question the economic imperative for employment equity.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

The initiatives being pursued by this Department are being designed to reflect the changing mosaic of our community. It is the objective of the CCES to develop and implement initiatives that make this work place more attractive to all potential, and present, staff members and facilitate the growth, development and productivity of all employees. To meet this objective necessitates the consideration of the needs of all group members and the ways in which people interact in the work place. All initiatives presented here are expected to improve the retention of present employees and the pool of qualified candidates interested in employment with the CCES.

1. Historically, the CCES has endeavoured to reintegrate those employees into the work place who have been disabled due to injury or illness. Presently, fourteen employees are on long term sickness leave and ten staff members are receiving workers' compensation. Seven other staff members with disabilities have been successfully reintegrated into the CCES work force. In 1990 June, a Rehabilitation Committee was formed to formalize, improve, and expand these efforts. Among other endeavours, this committee will be reviewing jobs to identify those positions suitable for the re-entry of employees with disabilities. This Committee is composed of both union and management representatives.

(Progress)

Lost time days were reduced by 47% within the first six months of the formation of the Rehabilitation Committee. Two employees are off on long term sickness leave and two staff members are on long term workers' compensation. Seven employees have been returned to work on light or modified duties in the first seven months of 1991.

One division accommodated the needs of an employee with disabilities, thus making it possible for the individual to continue working.

2. Electrical Inspectors are presently making presentations to public schools, SAIT students and the electrical industry, upon request, regarding the application of the Canadian Electrical Code. The Electrical Inspection Division has also cooperated with high school and government work experience programmes which have involved student participation in electrical installations.

(Progress)

Electrical Inspection Division staff participated in the 1991 Spring Home Show. Customer Service Division staff were involved in two home/residential shows and 2-3 commercial shows in this year. Engineering Division staff participated in the fall 1990 Science Fair. It is recognized that these activities are not primarily designed as employment equity outreach ventures. The opportunity does exist through these events to reach a large number of community members and inform them about the Electric System and its' services.

3. The Electric System supports professional development through internal technical and non-technical training opportunities to all employees and external training requests that fall within Corporate policies.

(Progress)

All supervisors/managers are expected to continue to encourage and support staff development as an integral part of their human resource management practices.

4. Summer student programmes provide an opportunity for potential employees to become interested, and gain work experience, in the utility industry. In 1989 nine students participated in such programmes at the CCES and twenty participated in 1990 (listed as special category employees on Page One of this report). One woman hired through this programme in the summer of 1990 is now taking the Communication Electrician programme (see Exhibit W3) at SAIT. It is expected that she will be brought back in future summer programme positions to enhance her experience in this field.

(Progress)

Eighteen students are participating in summer student programmes. The woman hired last year has returned as a journeyed Communication Electrician on limited term through the summer student programme. Two more women, hired through this programme, are Communication Electrician students at SAIT and are working for the Electric System in this capacity.

5. Since 1985 December, the User Analyst Programme has provided an opportunity for employees to develop experience and skills in the computer field and thus expand their employment options. To date thirteen employees have taken part and all remain Corporate employees.

(Progress)

This programme continues with the fourteenth employee in place and interviews are being held to determine the fifteenth employee to participate. All past participants remain Corporate employees.

6. The CCES sponsors events (e.g. barbecues, social club, safety and family days) which facilitate the understanding of the work place for employees' families and enhance the relationship between work and home. This positively impacts the need of increasing numbers of employees to integrate their public and private lives and balance the needs of both spheres.

(Progress)

These events are a part of the normal cycle of activities undertaken at the Electric System. As well, the Electric System is now providing support to staff involved in two major United Way activities (the slow pitch team and both the men's and women's bed racing teams).

7. The Electric System has been successful in recruiting designated group members in a number of areas. This would suggest that the designated groups see the CCES as a preferred employer and one which provides good opportunities based on performance not gender or race.

SOC POSITION OCCUPATION GROUP	DESIGNATED GROUP	CCES REPRESENTATION RATE	CEIC REPRESENTATION RATE*
07 Clerical Workers	Visible Minorities	19.6%	7.7%
1149 Specific M.E. Positions	Visible Minorities	40.%	4.2%
1171 Financial Officers	Women	61.5%	40.8%
1174 Personnel Officers	Women	80.0%	64.0%
2143 Electrical Engineers	Visible Minorities	32.4%	16.4%
2160 Supervisors	Aboriginal	5.9%	0.0%
2161 Surveyors	Aboriginal	9.1%	0.0%
2163 Drafting Occupations	Women	44.7%	26.7%
2181 Mathematicians	Visible Minorities	22.2%	7.3%
8735 Communication Electricians	Visible Minorities	16.7%	6.7%
8781 Carpenters	Aboriginal	16.7%	2.4%
9918 Local 37 Labourers	Aboriginal	10.5%	4.0%

*Canada Employment and Immigration Commission data: identifies designated group participation rates in various jobs; provides a comparison base for determining the degree to which designated groups are under-represented in the staff complement of the CCES.

Source: 1990 July 15 Workforce Snapshot; Personnel Services' Dept.

(Progress)

SOC POSITION OCCUPATION GROUP	DESIGNATED GROUP	CCES REP.RATE 91	CCES REP. RATE 90	CEIC REP.RATE
1149 SPECIFIC M.E. POSITIONS	VISIBLE MINORITY	40.0%	40.0%	4.2%
1171 FINANCIAL OFFICERS	WOMEN	57.1%	61.5%	40.8%
1174 PERSONNEL OFFICERS	ABORIGINALS	20.0%	0.0%	1.6%
2143 ELECTRICAL ENGINEERS	VISIBLE MINORITY	37.2%	32.4%	16.4%
2160 SUPERVISORS	ABORIGINALS	6.3%	5.9%	0.0%
2161 SURVEYORS	ABORIGINALS	10.0%	9.1%	0.0%
2163 DRAFTING OCCUPATIONS	WOMEN	35.3%	44.7%	26.7%
2181 MATHEMATICIANS	VISIBLE MINORITY	22.2%	22.2%	7.3%
4113 TYPISTS	VISIBLE MINORITY	30.8%	25.0%	9.9%
4131 BOOKKEEPING AND ACCOUNTING CLERKS	VISIBLE MINORITY	36.4%	25.0%	9.1%
4197 GENERAL OFFICE CLERKS	ABORIGINALS VISIBLE MINORITY	12.5% 12.5%	18.2% 18.2%	1.7% 6.9%
8711 EXCAVATING, GRADING, & RELATED OCCUPATIONS	ABORIGINALS	14.3%	10.0%	0.0%
8735 COMMUNICATION ELECTRICIANS	VISIBLE MINORITY	18.8%	16.7%	6.7%
8738 LABOURERS	VISIBLE MINORITY	5.7%	2.9%	0.0%
8781 CARPENTERS	ABORIGINALS	16.7%	16.7%	2.4%

Source: 1991 July 15 Workforce Snapshot; Personnel Services' Dept.

CEIC representation rate is based on 1986 census data. This rate will not change until such time as the 1991 census data is available.

Please note that last year the clerical positions were grouped together and reported as "07 Clerical Workers." This year the relevant positions are reported separately.

8. **Meet with relevant union representatives to obtain agreement and support for the employment equity plan.**
   Responsibility: Utility Services Division.
   Timetable: ongoing.

(Progress)

The Employment Equity Action Plan has been shared with the unions represented at the Electric System. Bargaining unit members have been asked to sit on the Employment Equity Advisory Committee.

9. **Hold Employment Equity information workshop for CCES staff.**
   Responsibility: designated representatives in consultation with EEO Division and Human Resources Division.
   Timetable: 1991 January and ongoing.

(Progress)

The CCES Process Champion was selected as one of the facilitators for the Introduction to Employment Equity workshops to be run in the fall of 1991. Training for this role and participating in the Facilitators' meetings has used 3.0 human resource weeks from 1991 April to 1991 June.

Electronic Communications Division staff attended a session to introduce them to the Employment Equity Action Plan. Staff from this division will be closely involved with the strategies to be undertaken to increase the representation of women amongst Communication Electricians.

10. Establish an Employment Equity Action Committee within the CCES to support and monitor Employment Equity initiatives.
Responsibility: Divisional Managers and General Managers.
Timetable: 1991 January.

(Progress)

The original Employment Equity Action Committee met throughout the 1990 summer and into early 1990 fall to develop the 1990 - 1993 Employment Equity Action Plan. In 1991 April, the Electric System's Management Committee approved the addition of detailed employment equity strategies to the Departmental Strategic Plan. At that time the mandate and membership of a new Employment Equity Advisory Committee was developed and approved.

11. Support Corporate Initiatives in outreach activities with designated groups.
Responsibility: designated CCES staff, EEOD.
Timetable: 1991 January and ongoing.

(Progress)

The Electric System has provided Equal Employment Opportunity Division staff with information regarding hard-to-fill positions. The Electric System has not been approached, as yet, to provide staff support for this Corporate initiative.

Employee Relations Section staff made a presentation to Native Employment Services Association staff on the Electric System's human resource requirements and on the procedures involved in applying for positions.

12. Support Corporate initiatives in publicizing City employment opportunities within various educational institutions.
Responsibility: designated CCES staff, EEOD.
Timetable: 1991 January and ongoing.

(Progress)

The Electric System has not, as yet, been approached to assist in this Corporate initiative.

In conjunction with Safety staff, the Customer Services Division continues to make presentations in schools on electrical power and safety.

The Five Year Plan for Apprenticeship Training, prepared this year, includes an objective to work closely with educational institutions and Alberta Career Development and Employment to create an Apprenticeship Awareness Programme for students in Grade Seven and up.

Professional Engineers from the Engineering Division participated in the University of Calgary Second Year Dinner. This event permitted second year engineering students to meet representatives from various engineering companies to explore career options.

The Electric System has signed up to participate in the fall 1991 Career Day symposium at the University of Saskatchewan.

13. Research support systems that may assist designated group representatives in joining and remaining with the CCES, identifying those appropriate for undertaking at the Corporate and departmental levels.
Responsibility: Utility Services Division.
Timetable: 1991 January and ongoing.

(Progress)

Activity on this initiative has been postponed due to the delay in the creation of the Equity Advisor position. The Equity Advisor will, on a full-time basis, be responsible for developing and implementing employment equity strategies. It is now expected that work can begin on this research in late 1991 - early 1992.

14. **Modify the existing orientation programme for new employees to address employment equity issues.**
Responsibility: Employee Orientation Programme Taskforce.
Timetable: 1991 January.

(Progress)

The Employee Orientation Programme has been amended to reference employment equity initiatives being undertaken by the Electric System. A system is in place to ensure that the programme is updated prior to any specific employee orientation.

15. **Research programmes such as Partnerships in Education.**
Responsibility: Utility Services Division.
Timetable: 1991 February.

(Progress)

Activity on this initiative has been postponed due to the delay in the creation of the Equity Advisor position. Initial activity is scheduled for 1991 September when the Process Champion will visit with B.C. Hydro staff involved in their Partnerships in Education programmes.

16. **Make physical plant changes or modify physical job demands to accommodate employees.**
Responsibility: Utility Services Division, Divisional Managers and supervisors.
Timetable: ongoing.

(Progress)

One division has accommodated the needs of an employee with adjusted hours of work. This has not only helped the employee, but has expanded the hours of service provided by the affected work team.

17. Develop Career Symposia for CCES staff as part of the existing 1992 initiative for career planning and human resource/succession planning programmes.
Responsibility: Utility Services Division and selected Divisional representatives.
Timetable: 1992.

(Progress)

This initiative has been deleted in favour of greater emphasis on other initiatives that are expected to have more significant results. The Five Year Plan for Apprenticeship Training references the existing policy that allows for assistance to employees to upgrade their education, making them eligible for apprenticeships. As well, the proposed career planning and human resource/succession planning programmes are expected to provide staff with opportunities to learn about other work or career options within the department.

In the long term, it would be beneficial if any employee could access information regarding the skills and talents the Corporation expects to need over a three to five year period, and existing and expected vacancies over the same period. It is understood that to develop such an accessible body of information is a major project and not something that the Corporation can develop quickly. The Electric System would appreciate participating in the development of such a programme.

18. Review future facilities and equipment to meet the needs of all employees.
Responsibility: Divisional managers and supervisors.
Timetable: ongoing.

(Progress)

All supervisors and managers are expected to make these reviews an integral part of their standard supervisory/management practices.

In particular, a policy has been developed to address washroom facilities for men and women on field sites.

The needs of designated groups have been taken into consideration in the design of the new South Service Centre.

19. Review existing criteria and, where appropriate, develop opportunities for external candidates to apply for apprenticeships and other entry positions.
Responsibility: Utility Services Division with those managers or supervisors involved in hiring.
Timetable: ongoing.

(Progress)

The Five Year Plan for Apprenticeship Training includes objectives to not only increase the number of available apprenticeships, but to develop opportunities for external candidates to be eligible for apprenticeships. Presently apprenticeships are posted for both internal and external candidates in the Power Systems Electrician trade and the Communications Technicians trade. It is proposed to open up opportunities to external candidates in the Power Line trade. Of course, in all cases, internal candidates are welcome to apply and the merit principle is upheld.

20. Request permission to add the following wording to all postings and advertisements: "The CCES is committed to employment equity and encourages applications from all qualified applicants."
Responsibility: Utility Services Division.
Timetable: after implementation of employment equity programmes.

(Progress)

This request will be made when employment equity initiatives are more fully implemented.

(Additions)

21. A confidential survey of employee attitudes towards employment equity was undertaken by the Electric System in 1991 February. Two hundred and thirty four surveys were mailed to a stratified random sample of all Electric System staff; 77 or approximately one third of these surveys were returned and analyzed by EEO Division staff. The survey results indicate that a significant number of Electric System employees are uncertain about the direction of employment equity at The City of Calgary, and more importantly question the usefulness or need for employment equity at all. As was noted last year in the original action plan, there are employees that have serious misgivings about how their own work lives and careers may be influenced by employment equity. These misgivings remain. The corporate initiative of providing training to all staff, and the departmental initiative of involving staff in developing employment equity strategies are expected to address many of the concerns expressed.

The survey results and a message from the General Manager, supporting employment equity, appeared in the 1991 second quarter Hotline, a departmental magazine.

22. Extensive research, conferences and meetings led to the development of a detailed Employment Equity Discussion Paper which outlined how the high level Employment Equity Action Plan initiatives could be made a reality. As a result, the employment equity initiatives have been integrated into the Departmental Strategic Plan.

23. The Electric System has committed substantial human resources to developing and initiating employment equity activities. The actual costs and figures associated with that commitment are reported in Section 1.5 of this report. In substantive terms, that commitment has allowed Electric System staff involvement in the following activities: attendance at the Workforce 2000 Conference in Winnipeg Manitoba, 1991 October and two days with Manitoba Hydro employment equity staff; membership in Calgary Employment Equity Practitioners' Association (C.E.E.P.A.) and fulfilling the role of chairperson of the C.E.E.P.A. sub-committee investigating the development of a provincial employment equity practitioners' association; membership on the Corporate Steering Committee and its three sub-committees investigating applicant tracking, process champion education and progress report format. Finally it is noted that the Electric System Process Champion acts in an advisory capacity to supervisors and managers regarding employment equity issues. Information is also provided to all employees upon request, with respect to employment equity strategies, discrimination and harassment investigation procedures, and reasonable accommodation.

24. In 1991 April the Electric System applied to create a full-time Equity Advisor Position. In 1991 July, the Personnel Services Department approved this position. The Equity Advisor, working in close cooperation with the Corporate Equal Employment Opportunity Division, will be responsible for researching and developing employment equity programmes, developing and providing staff training concerning employment equity, advising management with respect to employment equity issues, and providing information to employees with respect to discrimination and harassment investigation procedures.

(Additions--continued)

25. In response to the impending skilled labour shortage, the Electric System has developed a Five Year Plan for Apprenticeship Training. In this plan, the Electric System states its ongoing commitment to providing a high quality learning experience to all apprentices and to being independent of hiring apprentices or journeyed tradespeople trained elsewhere. In addition to the work being performed that relates directly to the 1990 - 1993 Employment Equity Action Plan initiatives (please see initiatives #12, #17, and #19), the Electric System plans to work with educational institutions to ensure that course content remains relevant, given changing technologies in the workplace.

26. Employee Relations Section staff coordinate the process of matching Electric System needs with available skills through Work Experience programmes. They also provide familiarization interviews for work experience participants that provide a more intensive orientation to the organization, its' culture, and expectations.

1.5 COST AND RESOURCE IMPLICATIONS

* An hourly rate of $30.00 has been used to estimate human resource costs except in those instances where actual costs incurred were recorded.

	Cost of Employment Equity Programme July 1990 to July 1991	Budget re: EE Programme July 1991 - July 1992
Training	Facilitator training and various staff participation in EE workshop pilots: 4 human resource weeks	Given first and second stage Corporate EE training: 117 human resource weeks If further 2 day seminar for management level employees held: an additional 35 human resource weeks
Outreach	Meetings with Native Employment Services Association staff: 5 human resource hours	25 human resource hours
Materials	Books: $900.00 Journal subscriptions: $315.65	Books: $900.00 Journal Subscriptions: $365.22
Equipment		Requested amber screens for terminals/microcomputers to meet individual preferences.

Time	49 human resource weeks = $50,000.00	88 human resource weeks = $74,000.00 This figure excludes the time and amounts noted under training and outreach. It includes one full time position (Equity Advisor) for 1/2 year and the staff time expended in various taskforces and working committees.
Other - Please list	Workforce 2000 Conference & 2 days at Man. Hydro: $1500.00	UBC Conference and B.C. Hydro visit: $1500.00

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Request a review of the organization and timing of work (e.g. flex-time; job sharing; leaves of absence, etc.) and associated benefits to ensure that we are a preferred employer to prospective and current employees.

2. Request a review of entry qualifications by an appropriate committee or taskforce to ensure accuracy and fit to actual job responsibilities; in conjunction with this, it is also recommended that a review be done of job evaluation systems and review processes.

3. Request research and development of valid and defensible skills and knowledge tests for selected positions to replace the present emphasis in the selection process on completion of formal educational or training programmes.

4. Request a review of employment medical requirements and processes to ensure that they are standard and do not unnecessarily screen out candidates with disabilities.

5. Request research and development of procedures for checking and assessing foreign qualifications and credentials.

6. Request a review of postings of similar jobs for the purposes of standardization where appropriate.

7. Request the assistance of the Equal Employment Opportunity Division in the development of promotional material to be used in informing designated groups of our employment opportunities (e.g. videos, pamphlets, displays, etc.)

8. Request the identification of federal/provincial grants available for training/hiring designated group representatives.

9. Request the development of Corporate programmes for marketing present and future employment opportunities with the City of Calgary.

10. Request the development of formal joint Corporate and Public/Private School Board Programmes for informing students about specific employment opportunities as well as career opportunities with the City of Calgary.

11. Refer the employee accessibility issues to the Facilities Management Committee for consideration and action.

(Comments)

Given the impact of Corporate initiatives on all departments and to prevent departments from repeating activities already being undertaken at a Corporate level, it is recommended that updates on Corporate initiatives be provided on a quarterly basis to the departments.

It is also recommended that the first Corporate initiative suggested by the Electric System (a review of the organization and timing of work) be added to the Corporate initiatives. It has been evident in the past year that a number of departments wish to explore such a review. Some have undertaken extensive research and have implemented alternative work schedules on a trial basis. Such a review should be wide ranging and cover not only flexi-time scheduling, but permanent part-time, job sharing, and the like. We look forward to the leadership of the Personnel Services Department in this area.

We are aware of the work of the Qualifications Taskforce. Recognizing that qualifications, compensation and the placement of positions within particular pay levels and pay grades are so closely linked, it is appropriate that a review of job evaluations systems is undertaken.

The Equal Opportunity Division has provided valuable support and guidance throughout this first year of Action Plan implementation.

Signed: Rowsell
E.C. Rowsell, General Manager

Signed: ____________________
M.L. Meadows, Process Champion

1991.09.16

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY OF CALGARY ELECTRIC SYSTEM
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	1990 Rep # %	1991 Rep # %	CMA Rep	Original Goal	1991 Result	Revised Goal	Explanation
8738 OCCUPATIONS IN LABOURING AND OTHER ELEMENTAL WORK (BU) IBEW 254 LABOURERS	41	139	0 OR 0%	4 OR 2.9%	18.2%	+2 OR 4.8% BY 1993	+4 OR 2.9%	NO CHANGE	Two of the four women reported here are working as Communication Electricians (SOC 8735). They are reported here as they are business interns/summer students. The remaining two women are seasonal labourers. The goal will remain the same to see women in these non-traditional roles as permanent employees, not summer students nor seasonal workers. The apparent dramatic increase in the number of IBEW 254 labourers is due to the inclusion of seasonal employees in this category.
9918 OCCUPATIONS IN LABOURING AND OTHER ELEMENTAL WORK (BU) LOCAL 37 LABOURERS	21	32	0 OR 0%	0 OR 0%	13.5%	+1 OR 4.8% BY 1993	+0 OR 0%	NO CHANGE	

PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY OF CALGARY ELECTRIC SYSTEM
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	1990 Rep # %	1991 Rep # %	CMA Rep (No Change)	Original Goal	1991 Result	Revised Goal	Explanation
8735 WIRE COMMUNICATION AND RELATED EQUIPMENT INSTALLING AND REPAIR OCCUPATIONS (BU) COMMUNICATION ELECTRICIAN	12	16	0 OR 0%	1 OR 6.3%	13.4%	+1 OR 8.3% BY 1993	+1 OR 6.3%	NO CHANGE	Two of the women reported under IBEW 254 Labourers (SOC 8738) are working as Communication Electrician business interns. One woman who is reported here is providing holiday relief. The actual representation in this group of positions is, then, 3 or 18.75%. The goal will remain the same to see women in these non-traditional roles as permanent employees, not summer students nor seasonal workers.
1131 1149 MANAGERS AND OTHER RELATED OCCUPATIONS (M.E.) SPECIFIC DIVISIONAL MANAGERS, PRINCIPAL ENGINEERS AND SECTION HEADS	14	13	0 OR 0%	0 OR 0%	37.6%	+1 OR 7.1% BY 1993	0 OR 0%	NO CHANGE	There have been no vacancies in this group in the past year.

PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY OF CALGARY ELECTRIC SYSTEM
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	1990 Rep # %	1991 Rep # %	CNA Rep (No Change)	Original Goal	1991 Result	Revised Goal	Explanation
8739 ELECTRICAL POWER, LIGHTING AND WIRE COMMUNICATIONS EQUIPMENT ERECTION (BU) GROUNDMAN	162	30	0 OR 0%	0 OR 0%	7.1%	NONE SET	0 OR 0%	NO CHANGE	The reasons for not setting a target remain the same. The present qualifications and experience required for the position would indicate a five to six year lag before women are members of the pool of eligible candidates.
2165 ENGINEERING TECHNOLOGISTS AND TECHNICIANS (BU) ELECTRICAL PLANNERS	45	45	1 OR 2.2%	1 OR 2.2%	21.9%	NONE SET	1 OR 2.2%	NO CHANGE	The reasons for not setting a target remain the same. The candidates for these positions are generally chosen from employees in SOC 8731. There are no women in this classification; the CEIC data for this position indicate that only 4.1% of people in this classification in the community are women. SOC 8731 is not presently a targetted position. The present qualifications and experience required for the Electrical Planner position suggest that there will be an eight to fifteen year lag before women are present in the pool of eligible candidates. The one woman presently found in this SOC code 2165 is a Customer Service Advisor and not an Electrical Planner. Her job description leads to including her in this SOC code.

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: CITY OF CALGARY ELECTRIC SYSTEM
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	1990 Rep # %	1991 Rep # %	CMA Rep	Original Goal	1991 Result	Revised Goal	Explanation
2165 ENGINEERING TECHNOLOGISTS AND TECHNICIANS (BU) ELECTRICAL PLANNERS	45	45	2 OR 4.5%	2 OR 4.5%	10.4%	NONE SET	NO CHANGE	NO CHANGE	Last year we reported that candidates for these positions are generally chosen from employees in SOC 8731. At that time we found 1.9% of SOC 8731 positions held by visible minorities. This exceeded the community representation rate of 0%. This year we find that 3.6% of SOC 8731 positions are held by visible minorities, a substantial increase. Electrical Planners usually have eight to fifteen years experience before taking these positions.

1991 PROGRESS REPORT ON
EMPLOYMENT EQUITY ACTION PLAN

1.0 **DEPARTMENT:** Emergency Medical Services

MISSION: The Emergency Medical Services Department provides an optimum level of pre-hospital emergency medical care and transportation for the City of Calgary within the resources approved by Council.

1.1 **PROFILE:**

Total number of survey respondents: 180 (1990) 191 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	3	3	0	0	3	3	1.67%	1.57%
Visible Minorities	4	5	0	0	4	5	2.22%	2.62%
Persons with Disabilities	7	6	1	1	8	7	4.44%	3.66%
Total number of employees:	170	171	25	30	195	201	12.82% female	14.93% female
Number of permanent employees					165	170		
Number of seasonal/limited term employees					29	30		
Number of special category employees					1	1		

1.2 SITUATION (INTERNAL)

1. Low turnover rate, no figures available for 1987, 8.5% in 1988, 3.7% in 1989, 7.4% in 1990.

- Turnover rate 7.4% in 1990 (10 positions).

2. Retirements are expected to be three by 1993.

- 1 person retired.

3. Most positions in the Department require EMT-A, EMT-P qualifications (95% of Department total). All target SOC's except for two positions in attached exhibits require Paramedic qualifications and hence no goals and timetables have been set at this time.

4. Average age of staff is 33 and turnover rate is low.

1.2 SITUATION (INTERNAL) (Con't....)

5. 4 persons currently on Long Term Disability, 4 on WCB and 3 on Leave of Absence.

- **4 persons on Long Term Disability, 4 on WCB and 3 on Leave of Absence.**
- **5 persons left the Department due to Occupational disability.**

6. Additional.

- **4 persons left for alternative positions, 2 within the City service.**

1.3 SITUATION (EXTERNAL)

1. Insufficient females and visible minorities are taking the SAIT/NAIT programs needed to qualify for employment. For example.

   ♦ From 1972 to 1990 SAIT has graduated: -
   - 1 aboriginal
   - 6 visible minorities
   - 1 person with a disability
   - 25 females

   ♦ From 1985 to 1990 NAIT has graduated: -
   - 2 aboriginal
   - 1 visible minority
   - 1 person with a disability
   - 18 females

   ♦ Total number of graduates from NAIT and SAIT from 1984 to 1989 was 197 individuals.

- **In 1991 SAIT graduated: -**
  - **0 Aboriginals**
  - **3 Females**
  - **0 Visible Minorities**
  - **0 Disabled**
- **In 1991 NAIT graduated: -**
  - **1 Aboriginals**
  - **1 Female**
  - **0 Visible Minorities**
  - **0 Disabled**
- **Total number of graduates from NAIT and SAIT in 1991 was 40 individuals.**

2. The number of graduates available to the Department not only clearly illustrates the problems facing the Department in recruiting but also illustrates a high level of success in the recruitment process.

- **The Emergency Medical Services Department currently employs more female paramedics than SAIT has graduated in its history and employ 50% of aboriginals graduated by SAIT in the same period.**

3. The SOC classification under which a Paramedic is listed is an anomaly which classifies it as Nursing, Therapy and Related Assisting Occupations which is traditionally female. Paramedicine has and continues to be a traditionally male dominated career with much different training and aptitudinal requirements. The SOC coding will probably be amended in time for the next snapshot.

- **The SOC Coding has been amended to more accurately reflect the profession of paramedicine.**

4. Admission into SAIT for Paramedicine is on a first come basis and screening for entrance is by academic qualifications solely. There are no plans currently to change this approach according to SAIT.

- **Enquiries have been made by the Department and SAIT confirms that there are no changes anticipated at this time.**

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Increase career information session and exposure to schools and other organizations by EMS Department staff. During 1991 this will employ current staff. The 1991 Budget will likely contain staffing changes to reflect the anticipated success of this approach. **RESPONSIBILITY:** Manager, Staff Development, Department Controller. **PROPOSAL:** 1 session per month.

- **15 sessions were conducted between 1990 July 15 and 1991 July 15.**
- **To be continued at present frequency during 1991 July 15 to 1992 July 15.**

PROPOSAL: 12 sessions per year.

2. Actively assist and encourage female Paramedics to acquire management skills so that they may compete for management positions within the Department. **RESPONSIBILITY:** Manager, Operations. **TIMEFRAME:** 1991 December.

- **This program is currently being facilitated through the Individualized Training and Assessment System which allows individuals to acquire exposure and training on an individualized basis.**
- **A supervisor training opportunity was offered by competition in the spring of 1991. One female was successful in the competition but declined the opportunity.**
- **A definitive approach tailored for female paramedics will be unveiled in 1992.**

3. Develop an information package to inform individuals interested in becoming Paramedic/EMT's of the education and training required to qualify for positions. **RESPONSIBILITY:** Manager, Staff Development. **TIMEFRAME:** 1991 March.

- **This package is currently with the Public Information Department for development and costing.**
- **Brochures will be available towards the end of 1991.**

4. Assist SAIT in their Career Days and Open House and distribute SAIT brochures during career sessions. **RESPONSIBILITY:** Manager, Staff Development. **PROPOSAL:** 2 contacts during the year.

- **Accomplished and continuing.**
- **There is no anticipated increase in contacts during 1992.**

5. In conjunction with the Calgary Fire Department and other Corporate programs, participate in programs targeting visible minorities and females. **RESPONSIBILITY:** Manager, Staff Development. **PROPOSAL:** 6 contacts during the year.

- **These programs have not been pursued due in part to the change in the Calgary Fire Department's method of recruitment.**
- **The Calgary Fire Department conducts its own pre-recruitment sessions for individuals interested in Fire Fighting.**
- **The EMS Department will participate in the City of Calgary's Outreach Programs as part of the Corporate approach.**

6. Establish two Limited Term positions that can be filled by individuals with disabilities and who are on Limited Term Disability or WCB. **RESPONSIBILITY:** Manager, Operations. **TIMEFRAME:** 1991 December.

- **Completed and currently being utilized.**

7. Have all management and other designated staff attend information and educational workshops on goals and plans of action, conducted by the EEO Division. Additionally have the Muskwachees Cultural College conduct a Cultural Awareness Seminar for the same staff. **RESPONSIBILITY:** Director. **TIMEFRAME:** 1992 July.

- **This is currently being scheduled for 1992.**
- **There is some doubt concerning the Muskwachees Cultural College's ability to undertake this task and other cultural organizations have been contacted.**

RESPONSIBILITY: Director, Manager, Staff Development.

8. Encourage and reward staff participation in career information sessions. **RESPONSIBILITY:** Manager, Staff Development. **TIMEFRAME:** 1991 July.

- **The Emergency Medical Services Department Staff Recognition Program was conducted at Heritage Park and this program will continue annually.**

9. Fund two scholarships at the Muskwachees Cultural Centre in Hobbema in the EMT-A program and offer a bursary to the SAIT Paramedic program for the top graduating student from the Cultural College. **RESPONSIBILITY:** Director. **TIMEFRAME:** 1992 May.

- **Accomplished.**
- **The top graduating student has requested a years delay in accepting the bursary.**
- **The EMT-A course at Hobbema is no longer in existence and an alternative is being pursued with the Blood Tribe of Standoff.**

RESPONSIBILITY: Manager of Staff Development.

10. Offer successful graduate the opportunity to work within the EMS Department for a six month period and compete for a permanent position after that time. **RESPONSIBILITY:** Director. **TIMEFRAME:** 1992 September.

- **Timeframe will be extended to 1994 September at request of student and length of course.**

11. Conduct information sessions at Multicultural Centre meetings on qualifications required for a career in Paramedicine. **RESPONSIBILITY:** Manager, Staff Development. **PROPOSAL:** 2 contacts during the year.

- One session was presented with little interest shown.
- Staff Development Division will contact the Employment Equity Office and schedule a future meeting giving three months notice as requested.

12. Aggressively pursue career pathing for Paramedic staff. **RESPONSIBILITY:** Manager, Operations, Manager, Staff Development. **TIMEFRAME:** 1991 December.

- In 1991 opportunities in Dispatch and Acting Supervisor positions were introduced to the Department.
- Upon conclusion of Collective bargaining it is anticipated Field Trainer positions will be formalized.
- The I.T.A.S. system has been designed to enhance individual staff members career goals.
- Frontline Leadership courses have been provided for Crew Chiefs to enhance and develop supervision skills and are continuing.

TIMEFRAME: Ongoing.

13. To alleviate job related injury. Evaluate the feasibility of a Lifestyles Plan. **RESPONSIBILITY:** Manager, Staff Development. **TIMEFRAME:** 1991 February.

- Lifestyles Program has been implemented and is ongoing.
- 1992 Budget costs will be approximately $20,000.

TIMEFRAME: Ongoing.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training Staff Costs: Corporate Programs EMS Programs		7,000 20,000 1,236 Person Hours
Outreach		
Materials	Information Package 4,000	3,000 Direct Costs
Equipment		
Time		
Other - Please list Scholarship	1,400	2,400 Direct Costs

THE OTHER COSTS RELATED TO OUR EMPLOYMENT EQUITY PROGRAM ARE ALREADY INCLUDED IN OUR OPERATING BUDGET.

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Participate in Corporate Initiatives dealing with:
   - job sharing and flextime;
   - employment equity and valuing diversity training workshops;
   - outreach to ethnic communities, native reserves, and schools to market employment opportunities within the department.

- **No approval granted for flextime.**
- **Workshops currently scheduled by EEO Office.**
- **Outreach programming to ethnic communities and native reserves has been limited.**
- **Calgary schools have received more than 100 presentations during time frame.**

Signed:
S.W. Cartwright, P. Eng. Director

Signed: M. Valentini
M. Valentini, Process Champion

(DATE)
91/08/19

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: EMERGENCY MEDICAL SERVICES
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1174 Personnel & Related (ME) -Safety & Public Education Officer -Assistant to Medical Director -Education Analyst	3	3	0	0%	0	0%	64%		No Change		
1179 Occupations Related Management & Admin. N.E.C. (ME) -Coordinator Admin. Services -Standards & Assessment Officers -Superintendent of Communications -Field Superintendents -Superintendent of Operational Admin.	9	9	1	11.1%	1	11.1%	44.6%		No Change		

EXHIBIT W2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: EMERGENCY MEDICAL SERVICES
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
3130 Supervisors: Nursing, Therapy & Related Assisting Occupations (BU) Field Supervisors	4	4	0	0%	0	0%	93.7%		No Change		
*3119 Health Diagnosing & Treating Occupations (BU) Paramedics	162	176	16	9.88%	23	13.1%	65.4%		+7		*SOC Code has been revised to more accurately reflect job duties.

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: EMERGENCY MEDICAL SERVICES
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1174 Personnel & Related (ME) -Safety & Public Education Officer -Assistant to Medical Director -Education Analyst	3	3	0	0%	0	0%	3.6%		No Change		
1179 Occupations Related Management & Admin. N.E.C. (ME) -Coordinator Admin. Services -Standards & Assessment Officers -Superintendent of Communications -Field Superintendents -Superintendent of Operational Admin.	9	9	0	0%	0	0%	3.6%		No Change		

EXHIBIT VM2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: EMERGENCY MEDICAL SERVICES
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
3130 Supervisors: Nursing, Therapy & Related Assisting Occupations (BU) Field Supervisors	4	4	0	0%	0	0%	3.6%		No Change		
*3119 Health Diagnosing & Treating Occupations (BU) Paramedics	162	176	4	2.9%	5	3.13%	11.5%		+1		*SOC Code has been revised to more accurately reflect job duties.

EXHIBIT A1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: EMERGENCY MEDICAL SERVICES
DESIGNATED GROUP: ABORIGINALS

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1174 Personnel & Related (ME) -Safety & Public Education Officer -Assistant to Medical Director -Education Analyst	3	3	0	0%	0	0%	1.6%		No Change		
1179 Occupations Related Management & Admin. N.E.C. (ME) -Coordinator Admin. Services -Standards & Assessment Officers -Superintendent of Communications -Field Superintendents -Superintendent of Operational Admin.	9	9	0	0%	0	0%	1.3%		No Change		

EXHIBIT A2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: EMERGENCY MEDICAL SERVICES
DESIGNATED GROUP: ABORIGINALS

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
3130 Supervisors: Nursing, Therapy & Related Assisting Occupations (BU) Field Supervisors	4	4	0	0%	0	0%	0.0%		No Change		
*3119 Health Diagnosing & Treating Occupations (BU) Paramedics	162	176	3	2.1%	3	1.88%	0.0%		No Change		*SOC Code has been revised to more accurately reflect job duties.

EMPLOYMENT EQUITY ACTION PLAN
ENGINEERING & ENVIRONMENTAL SERVICES DEPARTMENT
1991 PROGRESS REPORT

1.0 **DEPARTMENT:** ENGINEERING & ENVIRONMENTAL SERVICES DEPARTMENT

MISSION: The Engineering and Environmental Services Department exists to provide the full range of public works services required and requested by the citizens of Calgary.

The Engineering & Environmental Services Department consists of nine individual operational and support Divisions, under the direction of the City Engineer. The Department's 1,600 permanent employees account for 17% of the total City workforce.

1.1 **PROFILE:** Total number of survey respondents: 1,886 (1990)
2,012 (1991)

GROUP	MALE 1990	MALE 1991	FEMALE 1990	FEMALE 1991	TOTAL 1990	TOTAL 1991	% OF TOTAL 1990	% OF TOTAL 1991
ABORIGINAL	37	38	4	3	41	41	2.17	2.04
VISIBLE MINORITY	96	107	22	21	118	128	6.26	6.36
PERSONS WITH DISABILITIES	130	126	7	10	137	136	7.26	6.76
TOTAL # OF EMPLOYEES - 2256	2051	2039	213	217	2264	2256	9.41 FEMALE	9.62 FEMALE
NUMBER OF PERMANENT EMPLOYEES					1626	1575		
NUMBER OF SEASONAL/ LIMITED TERM EMPLOYEES					627	677		
NUMBER OF SPECIAL CATEGORY EMPLOYEES					11	4		

1.2 SITUATION (INTERNAL)

1. Low turnover rate, 5.0% for 1987, 5.8% for 1988 and 6.1% for 1989.

2. Fifteen (15) percent of existing Engineering and Environmental Services Department employees will be eligible to retire within the next three (3) years.

3. As of September 1990, the Department has 76 persons on LTD. The Engineering & Environmental Services Department is represented on the Corporate Rehabilitation/Placement Committee. The Committee has a mandate to provide meaningful opportunities to these individuals.

4. The Department has a high diversity of positions which can be classed into over 80 Standard Occupational Codes. Positions range from labouring and secretarial to engineering, technical and managerial. The labouring, trade and engineering positions have traditionally been staffed by men.

5. Approximately 600 seasonal/temporary employees are employed by the Divisions of the Engineering and Environmental Services Department.

6. Employment Services/Personnel Services are responsible for pre-screening applicants to most positions within the Engineering & Environmental Services Department, at all levels within the Department.

7. The Engineering & Environmental Services Department uses the Targeted Selection method of interviewing for positions requiring the candidate meet a standard of skills, knowledge and abilities to satisfy the job requirements.

8. In some entry level manual labour positions, the use of targeted selection is at the discretion of the Division.

9. Permanent C.U.P.E. Local 37 employees are generally hired from the seasonal labour pool. With position attrition and growth rates, the transition for a new employee from seasonal to permanent status generally exceeds the three year time frame of this action plan.

1990 TURNOVER RATE	NUMBER ON LTD
4.2%	75

10. While the Department exceeds Census Metropolitan Area (CMA) comparative figures for some designated groups in over 20 SOC positions with more than 5 employees, approximately 18 positions require Employment Equity initiatives.

Placements in 11 of these 18 positions are governed by agreements between the Corporation and Union groups. These 11 positions are as follows:

SOC CODE	CLASSIFICATION	BARGAINING UNIT
6191	JANITORS	37
8584	MECHANICS	37
8710	FOREMEN	709
8791	PLUMBERS/REPAIR PERSONS	37
8799	MAINTENANCE WORKERS	37
9175	TRUCK DRIVERS	37
9530	FOREMEN	37
9531	UTILITY MEN	37
9539	PLANT OPERATORS	37
9910	FOREMEN	709
9918	LABOURERS	37

Over the 1991 - 1993 action plan time frame, the Engineering and Environmental Services Department will be focusing efforts on positions and placements where more immediate results may be possible. To meet Engineering & Environmental Services Department EEO objectives within this time frame, the Department will need to attract and employ approximately 40 individuals from designated groups. In 1991, the Department will review the feasibility of grouping positions with less than five (5) incumbents to formalize the EEO initiatives with respect to these groupings.

PROGRESS	In the first year of the Engineering & Environmental Services Employment Equity Action Plan, the following progress was made within targeted positions:	
	# FEMALES HIRED	11
	# VIS. MINORITIES HIRED	13
	# ABORIGINALS HIRED	3
	TOTAL # OF TARGET GROUP MEMBERS HIRED	27
Please note: The work force analysis report indicated 62 target group employees were hired. However, this number includes seasonal call backs.		

1.3 SITUATION (EXTERNAL)

1. The Department is competing on a world-wide basis for candidates for certain positions (eg: engineers).

2. The aging of the Canadian population impacts the pool of physically fit candidates for strenuous jobs.

3. Few women are in the trade schools or diploma/degree programs (eg: construction/engineering fields) from which the Engineering & Environmental Services Department frequently obtains recruits. For example:

FEMALE GRADUATES 1988/1989*		
	SAIT	UNIVERSITY OF CALGARY
ENGINEERING RELATED	1/126	5/100
* INCLUDES FOREIGN STUDENTS WHO WILL RETURN HOME TO WORK.		
SOURCE: UNIVERSITY OF CALGARY, SOUTHERN ALBERTA INSTITUTE OF TECHNOLOGY		

4. The Association of Professional Engineers, Geologists and Geophysicists in Alberta reports that as of 1990 August 09, 3.6% of Professional Engineers and 10.5% of Engineers-in-Training, in Calgary, are women.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES (EXISTING)

1. The Engineering & Environmental Services Department, prior to the implementation of Employment Equity initiatives, has been successful in recruiting and employing target group members in a number of areas.(1)

POSITION	DESIGNATED GROUP	ENG.	CMA(2)
1171 Accounting	Visible Minorities	35.0%	12.0%
1179 Management Occupations	Visible Minorities	4.8%	3.6%
2135 Life Science Technician	Visible Minorities	20.0%	16.0%
24 Electrical Engineer	Women Visible Minorities	40.0% 40.0%	2.6% 16.4%
2160 Supervisors	Aboriginal Visible Minorities	2.0% 12.2%	0% 3.2%
2163 Drafting Occupations	Women Aboriginal	35.0% 2.5%	26.7% 1.1%
2165 Engineering Tech.	Aboriginal	1.8%	1.4%
2169 Other Occupations in Architecture	Visible Minorities	30.0%	3.6%
3156 Medical Lab Technician	Visible Minorities	37.5%	14.0%
4111 Secretaries	Women Visible Minorities	100.0% 18.8%	99.1% 4.7%
4113 Typists	Women	100.0%	96.8%
4131 Bookkeepers	Women Aboriginal	95.7% 2.2%	84.3% 1.6%
4197 General Office Clerk	Women Aboriginal	100.0% 6.3%	85.2% 1.7%
4199 Other Clerical	Visible Minorities	10.5%	7.5%
8588 Precision Instrument Mechanics	Visible Minorities	26.7%	18.2%
8589 Other Mechanics	Aboriginal Visible Minorities	10.0% 10.0%	4.7% 6.5%
8780 Foremen/Women Construction	Visible Minorities	4.6%	2.7%
8791 Plumbing/Pipefitting	Aboriginal	3.4%	2.6%
8796 Inspectors	Women Aboriginal Visible Minorities	8.3% 4.2% 8.3%	0% 0% 0%
8799 Other Construction Trades	Women	34.6%	2.5%
9175 Truck Drivers	Aboriginal Visible Minorities	3.7% 7.4%	2.3% 3.6%
9315 Material Handling Equipment Operators	Aboriginal	9.1%	2.3%

Notes: 1) Only positions with 5 or more employees considered.

2) Canada Employment and Immigration Commission data which identifies the number of target group representatives holding jobs comparable to Engineering & Environmental Services Department positions in the Calgary Metropolitan Area. These data provide us with a comparison base in determining the degree to which target groups are appropriately represented in the staff complement of the Engineering & Environmental Services Department.

The occupational titles referenced here are those identified in the Standard Occupational Classification provided by Statistics Canada.

Source: Personnel Service's Department data taken from the 1990 July 15 snapshot of the Corporate workforce.

PROGRESS	THE FOLLOWING ADDITIONS AND CHANGES APPLY TO THE ABOVE LISTING			
	SOC	TARGET GROUP	ENG.	CMA
	1131 MNGT. IN NATURAL SCIENCES & ENGINEERING	VISIBLE MINORITIES	16.7%	9.6%
	2135 LIFE SCIENCES TECHNICIAN	VISIBLE MINORITIES	33.0%	16.0%
	2144 ELECTRICAL ENGINEER	WOMEN	33.0%	2.6%
	9530 FOREMEN/WOMEN	VISIBLE MINORITIES	10.0%	0

2. The Department is represented on a Corporate Qualifications Review Task Force. The primary objective of the review is to ensure that entry level qualifications for Management Exempt, C.U.P.E. Local 38 and A.T.U. Local 583 positions are job related and defensible, and that they do not "unfairly" or "arbitrarily" preclude qualified candidates from applying for positions within the City of Calgary.

PROGRESS	THE REVIEW PROCESS IS ON-GOING, AND THE DEPARTMENT REMAINS INVOLVED.

3. Historically, the Engineering & Environmental Services Department has supported the Corporation in participating in the STEP, PEP, SEED and WOW programs, and will continue to do so in the future.

4. The Department is participating in the analysis and development of a co-op program to introduce students to the work place. Appropriate decision makers will be apprised of Employment Equity initiatives.

PROGRESS	**2 BUSINESS INTERNS (FEMALES) WERE HIRED. ONE FROM THE UNIVERSITY OF CALGARY AND ONE FROM S.A.I.T.**

5. The Department is active in the Engineer-in-Training (EIT) program. In 1990, four (4) candidates were selected for the program. A fifth candidate, who is a member of a designated group, was hired directly into a Division as a result of the program.

PROGRESS	**THE TWO YEAR CYCLE OF THIS SUCCESSFUL PROGRAM WILL CONTINUE IN THE FUTURE.**

6. The Department will liaise with Employment Services/Personnel Services to promote consideration of qualified applicants from all designated groups.

PROGRESS	**THE ENGINEERING & ENVIRONMENTAL SERVICES DIVISION EQUAL EMPLOYMENT OPPORTUNITY STEERING COMMITTEE HAD SEVERAL MEETINGS WITH THE EMPLOYMENT & HEALTH SERVICES DIVISION, PERSONNEL SERVICES DEPARTMENT, THROUGHOUT THE YEAR. THE SUCCESS OF THE MEETINGS IS EVIDENT THROUGH THE RESULTING 27 TARGET GROUP NEW HIRES.**

7. The Department will continue with current practice when establishing a new job, or reviewing a PAQ by being diligent about using the following guidelines: Legality (in terms of human rights legislation), adverse impact (unnecessary barriers that may screen out designated groups), job relatedness (justifiable minimum qualifications), business necessity (justifiable minimum qualifications).

Responsibility: Managers, senior staff involved
Qualifications Task Force, Wage and Salary Division
Employee Relations Analyst

Time Frame: On-going.

PROGRESS	**FOR THE PAST YEAR, THE DEPARTMENT HAS HAD A REPRESENTATIVE ON THE QUALIFICATIONS REVIEW TASK FORCE. THE TASK FORCE IS REVIEWING ENTRY LEVEL QUALIFICATIONS (ME & UNION)**

PROGRESS	MEMBER OF QUALIFICATIONS TASK FORCE TO REVIEW ENTRY LEVEL QUALIFICATIONS (ME AND UNION). HAS BEEN MEETING FOR ONE YEAR.

8. The Department actively supported and participated in the 1987 Corporate Value process. Through staff participation at all levels, information was gathered to provide input relating to how the Department and Corporation could become a better employer. Information was gathered on what tools the Department and Corporation might consider providing to employees, to enable them to become more effective and efficient in their jobs. While the process did not specifically address EEO initiatives, many of the actions that arose will be of benefit to all present and future staff including individuals from the designated groups.

Some of the actions the Department has taken:

Training Brochure

The Department has published and distributed to all employees, a training brochure which details courses available to all employees. These courses range from Preventing Sexual Harassment and WHMIS to a multi-level program of courses designed to provide interested individuals with the skills and knowledge required to become a foreman.

Responsibility:	Coordinator, Training and Development Division Trainers, Division Managers
Time Frame:	July 1990 - on-going.

PROGRESS	**BROCHURES WERE DISTRIBUTED THROUGHOUT THE DEPARTMENT IN DECEMBER AND APRIL.**

KASET

The Department is actively supporting Corporate initiatives by making available to all employees the "Creating Satisfied Citizens and Customers" course.

Responsibility:	Coordinator, Training and Development Division Trainers, Division Managers
Time Frame:	July 1990 - on-going.

PROGRESS	**IN THE PAST YEAR, 450 ENGINEERING EMPLOYEES HAVE ATTENDED THIS PROGRAM.**

9. The Department will work with the EEO Division and the data centre on reclassification of certain Engineering & Environmental Services Department positions into more appropriate SOC codes.

Responsibility: Appropriate supervisor
EEO Division
Data centre/Process Champion.

Time Frame: July 1991

PROGRESS	**SOC RECLASS ON-GOING. TO DATE, THE MAJORITY OF PERMANENT LABOURING POSITIONS HAVE BEEN RECLASSED INTO MORE APPROPRIATE SOC CLASSES.**

10. The Department will review positions that can be filled by persons with disabilities for consideration of person on LTD and WCB, and subsequently, external applications.

Responsibility: Employee Relations, Division Personnel Specialist

Time Frame: Pending review of Corporate Rehabiliation/ Placement Committee

PROGRESS	**AWAITING REHABILITATION PLAN OF ACTION**

11. The Employee Relations Section will review existing job postings with a view to including content relating to employment equity where appropriate.

Responsibility: Employee Relations

Time Frame: To be complete July 1991.

PROGRESS	**ON-GOING - POSTINGS ARE REVIEWED PRIOR TO RELEASE.**

12. The Department will work with the EEO Outreach Advisor on attracting qualified designated group candidates for competitions for SOC numbers 1119, 1174, 1179, 2160, 2165, 6119, and seasonal employees for 9918, when vacancies occur.

Responsibility: Personnel Services/Seasonal Employment Engineering & Environmental Services Department rep, Division Personnel Specialist, Process Champion.

PROGRESS			
SOC CODE	CLASSIFICATION	BU/ME	PROGRESS
1119	BY-LAW ENFORCEMENT OFFICER	BU	NO NEW HIRES
1174	EMPLOYEE RELATIONS, TRAINING & DEV.	ME	HIRED 1 FEMALE
1179	OCCUPATIONS RELATED TO MANAGEMENT/ ADMINISTRATION/NEC	ME	NO NEW HIRES
2160	SUPERVISORS	ME	HIRED 2 FEMALES
2165	ENGINEERING TECHNOLOGISTS/TECHNICIANS	BU	HIRED 1 FEMALE HIRED 3 VISIBLE MINORITIES
6119	ANIMAL CONTROL OFFICER	BU	HIRED 2 FEMALES
9918	SEASONAL LABOUR	BU	HIRED 5 FEMALES HIRED 10 VISIBLE MINORITIES HIRED 3 ABORIGINALS
TOTAL			27

13. The Department will liaise with Employment Services/Personnel Services to utilize any federal and provincial funding grants for training/hiring target group members for specific job creation positions.

Responsibility: Division Personnel Specialists/
Employee Relations

Time Frame: To begin December 1990 and on-going

PROGRESS	**THE DEPARTMENT WILL CONTINUE TO SUPPORT THE WORK EXPERIENCE PROGRAM, WITH A VIEW TO PROVIDING OPPORTUNITIES FOR TARGET GROUP MEMBERS.** **TWO (2) FEMALES PROVIDED OPPORTUNITIES IN THE PERIOD JANUARY TO JULY 1991.**

ADDITIONAL INITIATIVES

The following is a listing of programs, seminars and initiatives the Department has been involved with over the past year:

1) Thirty-two (32) supervisors/managers attended the Targeted Selection course last year. The aim of the course is to ensure fair interviewing/hiring practices, and to hire the best person for the job. Over 90% of the Department's people in hiring positions have attended the course.
2) The Department has formed an Employment Equity Task Force with representation from the major operating Divisions and Employee Relations. The Committee meets when appropriate to review progress, and prepare or adopt the Action Plan.
3) The Department is represented on the Corporate Employment Equity Steering Committee and the Applicant Training Sub-committee.
4) The Department made a presentation to the Workforce Advisory Committee.
5) One Manager has attended the two (2) day pilot for the Employment Equity Training Seminar.
6) The Department was represented at a Native Awareness Seminar.
7) The Department was represented at an Employment Equity Seminar hosted by Petro Canada.
8) The Department assisted the Employment Equity Division and the Employment and Health Services Division in placing an individual.
9) An individual within the Department has been fully trained as an Employment Equity Trainer. This individual will begin facilitating seminars in January 1992.
10) The Department is becoming active in representing itself at Career Day presentations. The Department has been working with the Employment Equity Division to ensire adequate representation at all Career Days.
11) The Department is in the process of resurveying over 300 employees who did not respond to previous Employment Equity Questionnaires.

1.5 COST AND RESOURCE IMPLICATIONS

	COST OF EMPLOYMENT EQUITY PROGRAM JULY 1990 TO JULY 1991	BUDGET RE: EE PROGRAM JULY 1991 - JULY 1992
TRAINING	100 HOURS	46 PERSONS x 2 DAYS = 92 DAYS 300 PERSONS x 1 DAY = 300 DAYS -------- 392 DAYS
OUTREACH	SEE BELOW	SEE BELOW
MATERIALS	SEE BELOW	SEE BELOW
EQUIPMENT	SEE BELOW	SEE BELOW
TIME	200 HOURS	300 HOURS
OTHER - PLEASE LIST	Many of the activities associated with Employment Equity occur regularly within the Department as a normal way of doing business. To allocate specific values would be difficult and possibly misleading.	

2.0 CORPORATE INITIATIVES

1. Request Corporation enlist participation of labour unions in Employment Equity initiatives.
2. Request the development of corporate programs for marketing present and future employment opportunities with the City of Calgary.
3. Request the assistance of the Equal Employment Opportunity Division in the development of promotional material to be used in forming target groups about our employment opportunities (eg: video, pamphlets, displays, etc.).
4. Request the identification of federal/provincial grants available for training/hiring target group representatives. Once identified, use such grants where appropriate.
5. Request a review of entry qualifications by an appropriate committee or taskforce to ensure accuracy and fit to actual job responsibilities; in conjunction with this it is also recommended that a review be done of job evaluation systems and review processes.
6. Request a review of employment medical requirements and processes to ensure that they are standard and do not unnecessarily screen out disabled candidates.
7. Request research and development of procedures for checking and assessing foreign qualifications and credentials.
8. Request a review of the organization and timing of work (eg: flex-time; job sharing; leaves of absence, etc.) and associated benefits to ensure that we are an attractive employer to prospective and current employees.

H. Quintilio, P. Eng.
City Engineer

[illegible]
Date

C. Arnold
Process Champion

1991 Sept 16
Date

GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

SPECIAL NOTES:

In the past year, the Personnel Services Department has accomplished the task of re-classifying most of the permanent labour pool from SOC 9918 to more appropriate SOC codes. The classification by Division is as follows:

DIVISION	PREVIOUS SOC	DESCRIPTION	RECLASSIFIED SOC	DESCRIPTION
Sanitation	9918	General Labourer	9318	Labouring in material handling and related occupations
Sewer	9918	General Labourer	8718	Labouring in excavation, paving etc.
Streets	9918	General Labourer	8799	Labouring in construction trades.
Waterworks	9918	General Labourer	8718	Labouring in excavation, paving etc.

The seasonal labour pool has not as yet been reclassed, therefore, all seasonal labourers are currently classified under SOC 9918. By agreement with Personnel, Seasonal Labourers are manually reclassed by the Engineering & Environmental Services Department into the more appropriate code within each Division.

EXHIBIT W1

PROGRESS REPORT
ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: ENGINEERING AND ENVIRONMENTAL SERVICES

DESIGNATED GROUP: WOMEN

SOC	1990 - # IN POSITION	1991 - # IN POSITION	DESIGNATED GROUP 1990 REP		DESIGNATED GROUP 1991 REP		REP IN CMA LABOR FORCE	ORIGINAL GOAL	1991 RESULT	REVISED GOAL
			#	%	#	%				
1119 OFFICIALS/ADMIN. BY-LAW ENFORCEMENT OFFICER (BU)	10	9	0	0	0	0	40.6%	+1 OR 10% BY 1993	NO NEW HIRES	NO CHANGE
1174 PERSONNEL & RELATED OFFICERS EMPLOYEE RELATIONS TRAINING AND DEVELOPMENT (ME)	10	11	1	10	2	18.2%	64%	+1 OR 10% BY 1993	HIRED 1 FEMALE - ACHIEVED ORIGINAL GOAL	+1 OR 27% BY 1993

EXHIBIT W2
PROGRESS REPORT
ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: ENGINEERING AND ENVIRONMENTAL SERVICES

DESIGNATED GROUP: WOMEN

SOC	1990 - # IN POSITION	1991 - # IN POSITION	DESIGNATED GROUP 1990 REP		DESIGNATED GROUP 1991 REP		REP IN CMA LABOR FORCE	ORIGINAL GOAL	1991 RESULT	REVISED GOAL
			#	%	#	%				
1179 OCCUPATIONS RELATED TO MANAGEMENT AND ADMIN. N.E.C. (ME)	23	21	0	0	0	0	44.6%	+1 OR 4.3% BY 1993	NO NEW HIRES	NO CHANGE
2160 SUPERVISORS (ME)	50	54	0	0	2	3.7%	4.2%	+1 OR 2% BY 1993	HIRED 2 FEMALES IN PERIOD EXCEEDED ORIGINAL GOAL	+1 OR 5.5% BY 1993

EXHIBIT VM1
PROGRESS REPORT
ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: ENGINEERING AND ENVIRONMENTAL SERVICES

DESIGNATED GROUP: VISIBLE MINORITIES

SOC	1990 - # IN POSITION	1991 - # IN POSITION	DESIGNATED GROUP 1990 REP		DESIGNATED GROUP 1991 REP		REP IN CMA LABOR FORCE	ORIGINAL GOAL	1991 RESULT	REVISED GOAL
			#	%	#	%				
1119 OFFICIALS/ADMIN. BY-LAW ENFORCEMENT OFFICER	10	9	0	0	0	0	9.4%	+1 OR 10% BY 1993	NO NEW HIRES	
2165 ENGINEERING TECHNOLOGISTS AND TECHNICIANS (BU)	60	66	4	7	7	10.9%	10.4%	+1 OR 8.3% BY 1993	HIRED 3 VM - EXCEEDED ORIGINAL GOAL	
(NEW GOALS) 9318 Labouring/ Material Handling Labourer	* N/A	285	* N/A		6	2.6%	3.5%	+2 OR 2.8% BY 1993		

* Position tracked as a result of SOC reclass from 9918 to 9318. Number includes seasonal and permanent employees.

EXHIBIT A1
PROGRESS REPORT
ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: ENGINEERING AND ENVIRONMENTAL SERVICES

DESIGNATED GROUP: ABORIGINAL

SOC	1990 - # IN POSITION	1991 - # IN POSITION	DESIGNATED GROUP 1990 REP # %	DESIGNATED GROUP 1991 REP # %	REP IN CMA LABOR FORCE	ORIGINAL GOAL	1991 RESULT	REVISED GOAL
(NEW GOALS) 8718 LABOURER, EXCAVATION, PAVING LABOUR POOL	* N/A	243	* N/A	2 0.8%	4%	+6 OR 2.5% BY 1993		

* position tracked as a result of SOC reclass from 9918 to 8718. Number includes seasonal and permanent employees.

EXHIBIT W3
PROGRESS REPORT
ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: ENGINEERING AND ENVIRONMENTAL SERVICES

DESIGNATED GROUP: WOMEN

SOC	1990 - # IN POSITION	1991 - # IN POSITION	DESIGNATED GROUP 1990 REP		DESIGNATED GROUP 1991 REP		REP IN CMA LABOR FORCE	ORIGINAL GOAL	1991 RESULT	REVISED GOAL
			#	%	#	%				
2165 ENGINEERING TECHNOLOGISTS AND TECHNICIANS (BU)	60	66	3	5%	4	6.1%	21.9%	+1 OR 6.0% BY 1993	HIRED 1 FEMALE - ACHIEVED ORIGINAL GOAL	+1 OR 7.6% BY 1993
6119 PROTECTIVE SERVICE OCCUPATIONS ANIMAL CONTROL OFFICER (BU)	14	17	1	7.1%	3	17.6%	58.7%	+1 OR 14.29% BY 1993	HIRED 2 FEMALES EXCEEDED ORIGINAL GOAL	+1 29% BY 1993
(NEW GOALS) 9318 Labouring/Material Handling Labourer	* N/A	285	* N/A		0	0	7.7%	+2 OR 0.7% BY 1993		

* Position tracked as a result of SOC reclass from 9918 to 9318. Number includes seasonal and permanent employees.

FINANCE

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: Finance

MISSION: The Finance Department is in business to provide professional, financial services and information to Council, the Administration and the Citizens of Calgary; to safeguard the City of Calgary's assets; and to collect revenues for the City of Calgary.

The Department has six divisions each with corporate and intra-departmental responsibilities: Administration, which includes the Director who is the head of the Finance Job Family; Finance and Accounting; Pensions, Benefits & Payments, which include corporate payroll; Treasury; Financial Planning and Budget; and UCAD, which performs utility billing for the City of Calgary.

1.1 PROFILE:

Total number of survey respondents: 394 (1990) 427 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	3	2	2	0	5	2	1.27	0.47%
Visible Minorities	26	34	39	47	65	81	16.5%	18.97%
Persons with Disabilities	12	12	16	15	28	27	7.11%	6.32%
Total number of employees:	137	170	273	274	410	444	66.59% female	61.71% female
Number of permanent employees					360	356		
Number of seasonal/limited term employees					49	86		
Number of special category employees					1	2		

1.2 SITUATION (INTERNAL)

1. Staff is made of Management Exempt (M/E) and Local 38 employees, including a pool of on-call accountants, that are available to all departments within local 38 jurisdiction.

2. Majority of the M/E positions are hired from within the City, either from within the Department or from the Finance Family, in other departments.

3. The union positions at the entry level positions, are hired externally to a great part. Other positions in the bargaining unit (i.e., non-entry level jobs) are mainly hired from within the bargaining unit; depending on the division this may be from within the department or from other City departments.

4. There is a high number of diverse positions within the department, depending upon the division. Many of the M/E positions require professional accounting designations, with several of the union positions requiring enrolment in professional accounting programs. The entry level union positions generally require grade 12 with appropriate background and/or experience. Other positions, including M/E and union, require combinations of experience and/or post-secondary education.

5. The large majority of M/E staff are members of the Finance Job Family, with a few M/E staff part of the Information Processing Family.

6. Eleven persons are currently on Long Term Disability (LTD), with one of these being WCB related. The department, in conjunction with the Department Head Task Force, will review positions that could be filled by persons currently on LTD.

7. Turnover at the manager and coordinator levels is relatively low. At the manager level (7 positions), there was 1 vacancy in 1987, 0 in 1988 and 1989, 2 vacancies in 1990 and 0 vacancies in 1991. The turnover rate at the coordinator level: 22% in 1987, 17% in 1988, 4% in 1989,13% in 1990, and 4% in 1991.

8. The total percentage of women for all positions in the department is 62%. At the M/E level, the percentage of women is 43% of total M/E positions. The percentage of women in the exempt positions has steadily increased since 1987, reflecting recent hiring practices. (See accompanying graphs).

Total Exempt:	1987	female/male ratio (%)	37/63
	1990	female/male	41/59
Coordinators:	1987	female/male	30/70
	1990	female/male	35/65
Managers:	1987	female/male	0/100
	1990	female/male	29/71*

* (includes new manager position that was filled after July 15 snapshot was produced)

8. Total Exempt:	1991	female/male ratio (%)	43/57
Coordinators:	1987	female/male ratio (%)	32/68
	1990	female/male ratio (%)	39/61
	1991	female/male ratio (%)	43/57
Managers:	1991	female/male ratio (%)	29/71

9. S.O.C. #4199 (Other Clerical and Related Occupations N.E.C.) has been identified as being under-represented for both women and visible minorities. The grouping includes Operations and System positions, as well as the department's Field Service Representatives (meter readers). On Exhibits W2 and VM2 the two major categories have been separated to present a clearer picture of this work group.

For the non-meter reading staff, the department's representation in the designated group is representative of the CMA labour force. When the meter reading staff is compared to the CMA labour force, both women and visible minorities are under-represented. However, the department feels this is more of a result of meter reading staff being grouped as clerical workers, than the fact the department is under-represented when compared to the composition of the meter reading staff in the Canadian utility industry.

The department contacted the following utilities with respect to the composition of their meter reading staff:

City of Edmonton	2% female
CWNG - Calgary	14% female
Toronto Hydro	34% female
Winnipeg Water	17% female
City of Calgary	23% female

The department is proposing to do a more detailed survey in 1991 to compile statistics on other Canadian utilities. This will assist the department in determining whether a more aggressive approach will be needed in targeting job postings to certain designated groups.

10. SOC #1135, Departmental Managers, has been identified as being under-represented for women and visible minorities. At the time of the snapshot, there was 1 woman manager out of 6 positions. Since then, another woman was hired for a new manager's position bringing female representation to 29% (2 out of 7). The department has hired 3 managers in 1990 with 2 of them being women.

    There has been no specific 3 year action plan formulated as there is not expected to be any further turnover in the managers' positions over this time. The successors for these positions are generally hired from existing Finance Family staff.

> 10. SOC #1135, Departmental Managers, has been identified as being under-represented for females and visible minorities. At the time of the snapshot 2 out of 7, or 29% of the managers were females, compared to the CEIC of 36%.
>
> There has been no specific action plan formulated....

11. Finance Family: The Director of the Finance Department is the head of the Finance Family, which is composed of M/E and union (Local 38 and 583) employees. All large departments have members of the Family as employees. The Finance Family is predominantly male at the senior positions, with most of these long term City employees. At M/E levels 5 and 6, which are generally the entry levels into the exempt positions, the female/male ratio is 40/60%. Most exempt hirings are from within the City.

    The female/male ratio in the unions is 57/43%. At level 19 (local 38) the ratio is 61/39%. This level is a typical stepping stone into management exempt positions and reflects the changing female/male ratio within the Finance Family.

    The process of changing the female/male ration at the upper levels will be gradual as there is little turnover anticipated over the next 3 years. If the current practise of primarily hiring from within is continued, the ratio of women in senior positions will slowly, but steadily increase, reflecting hiring practices of the last few years.

11. In 1991, the female/male ratio for M/E positions is 28/72% compared to 26/74% in 1990. The female/male ratio for M/E levels 5 and 6 remains at 40/60% although the ratio for M/E 6 has changed from 44/66 to 52/48% female/male.

    The female/male ratio in the unions is 56/44% compared to 57/43% for 1990. At level 19 (local 38) the ratio is now 50/50% compared to 61/39% in 1990. This change is due primarily to female staff being promoted to exempt positions.

1.3 SITUATION (EXTERNAL)

1. At the present, there would appear to be good representation of women in diploma/certificate/degree programs from which the department might obtain its recruits.
2. Although statistics have not been kept, there appears to be a good representation of women and visible minorities applying on competitions.
3. On most competitions, there is no indication that there is a shortage of applicants, either external or internal.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Work with EEO and the Human Resources Division of Personnel, in providing awareness and training for the Department in Employment Equity, especially for those employees involved in the selection process.

1. Management staff will be attending initial 2 day Employment Equity workshops commencing in the Fall. 6 staff members attended the "Equality Content in Publications" workshop. These staff were mainly involved in staff development positions or positions involved in manual writing.

   3 staff attended the pilot sessions in Employment Equity training in the fall of 1990.

   The Finance Staff Development Officer attended further sessions in "Sensitivity to Equity Issues in Training" (U of C) and "Designated Group Retention" (Cross Cultural Consultant Inc.).

2. In conjunction with the Department Head Task Force, review positions that can be filled by persons currently on LTD.

2. In the last year, 3 employees on Long Term Disability have been used as Field Service Representatives on rehabilitation assignment. Of these 3, 1 employee has proven successful in handling the workload, and is currently working full time on a limited term assignment.

   In the past year the Benefits Administration Section has used 6 employees on Long Term Disability, on a temporary work assignment basis (from 10 days to 6 months, with the average assignment being about 3 months). This has allowed the employees to gain office experience and to see if they have the skills required to be considered for permanent rehab assignment.

   Recently a Field Service Representative broke her foot. Instead of going on short term S&A, this employee is working in the office within U.C.A.D. Normally, in this situation this employee would have gone on S&A until well enough to work in the field. This is a benefit to the employer and the employee, who has been given the opportunity to work in an office environment giving her exposure and experience in an office.

3. Continue with the implementation, throughout the department, of the performance review process for local 38 staff; to ensure all employees have access to the required training to further their goals, as identified in the review. This review process, started in U.C.A.D., was one of the first union review processes in the corporation. **RESPONSIBILITY:** Managers, Coordinators, Supervisors.

3. This process is continuing. At the time of the snapshot, 66% of the unionized staff received performance appraisals. The department is targeting for 85% by the end of 1991.

4. Continue with the Department's progressive policy of providing training and funding for courses. This includes funding courses that are not a requirement for a current job, but will allow the employee to apply for promotions (examples are payment for courses in a professional accounting associations). The department also provides courses such as Frontline Leadership, Professionalism in the Office Better Business Writing and others in an effort to improve the skill levels of employees.

4. The department continues to promote supervisory development through Frontline Leadership. Participants include supervisors, as well as staff who have relieved for supervisors.

   As an example, in the first half of 1991, 14 employees received financial assistance for accounting courses (or accounting related courses) although these courses are not directly job related.

5. As part of the Department's Strategic Planning, succession planning will be reviewed, to ensure there is an adequate pool of employees within the City to fill future departmental and Finance Family vacancies. Succession planning may indicate shortages of trained staff and this will allow the Department to target these positions for particular attention. Succession planning will cover the Department as well as Finance Family positions in other departments.

5. Succession planning is carried out for managerial positions within the department, with potential successors coming from the Finance Family from within or outside the department.

The Utilities Division has compiled a listing of all union jobs, listing qualifications. This list was sent to the Division Coordinators for review of qualifications and comparisons between positions. It is hoped that several results will come from this exercise. These include: ensuring staff have the training and experience to ensure there is a pool of potential successors for positions within the division; job qualifications are realistic and job related; future training requirements are identified.

6. Monitor semi-annual snapshots and job postings to ensure representation from the target groups reflects the CMA labour force. If under-representation is becoming a problem, the department will work with EEO and Employment Services to ensure applicants from target groups are aware of job postings. This could include advertising job postings in multi-cultural and aboriginal publications or if required, look at the possibility of "outreach" programs to ensure target groups are aware of the opportunities with the department.

6. There has not been a significant change in the department's SOC group since 1990. One the department's target groups Field Service Representatives (SOC #4199, Other Clerical & Related Occupations) will be looked at very closely next time it is posted. There has not been a posting for these positions since February 1991. Prior to the next posting the department will be consulting with EEO to ensure that the posting receives as much coverage as possible within the designated groups. Also a survey will be sent out to utilities across Canada (1.2.9 Internal situation) to give the department a better picture of the makeup of this occupational group compared to private and public utilities across Canada.

7. The possibility of job rotation within the Finance Family, for M/E and union positions, will be reviewed by the Director and Corporate Controller. This could give employees further experience and prevent "plateauing" problems, as turnover is relatively low in the M/E positions. **RESPONSIBILITY:** Director, Corporate Controller.

7. During the last year the Finance Department (through the Director, as Finance Family Head and the Corporate Controller) helped facilitate a 2 year job rotation between Management Audit and Parks & Recreation.

   A draft policy has been formulated for job rotation within the Finance Family, both management exempt and union. As mentioned, the policy is in draft stage only, but if approved will provide opportunities for movement within the organization, giving the employees further experience and helping ensure there is an adequate pool for succession planning.

OTHER INITIATIVES

- There have been 3 temporary assignments (in 3 different divisions) of secretaries, who have taken accounting courses, into clerical or accounting assistant positions within their division. This has allowed these individuals to gain experience in the accounting field as they have expressed interest in this area, and has allowed the work areas to gain from their experience/knowledge of the area, which would not be available in an employee came from another division or from outside the corporation.

- Field Service Representatives (a target group and an entry level position) continue to be used on a limited term assignments within other areas of U.C.A.D. This enables these employees to gain experience in other areas of U.C.A.D. and give them experience required to move into other positions within the division when permanent jobs become available.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training		
Outreach		
Materials		
Equipment		
Time	Staff training - 50 hours Process Champions - 125 hours	Staff training - 1000 hours Process Champions - 125 hours
Other - Please list		

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Work with the Human Resources Division of Personnel and the EEO to provide awareness and training in Employment Equity.

1. Management staff will be attending initial 2 day Employment Equity workshops commencing in the Fall. 6 staff members attended the "Equality Content in Publications" workshop. These staff were mainly involved in staff development positions or positions involved in manual writing.

3 staff attended the pilot sessions in Employment Equity training in the fall of 1990.

The Finance Staff Development Officer attended further sessions in "Sensitivity to Equity Issues in Training" (U of C) and "Designated Group Retention" (Cross Cultural Consultant Inc.).

2. Review the possibility of participating in Corporate Initiatives in the following: job sharing and flex time, outreach programs if the department finds it is having trouble attracting applicants from the designated groups, job rotation.

2. Some initiatives have taken place in the following:

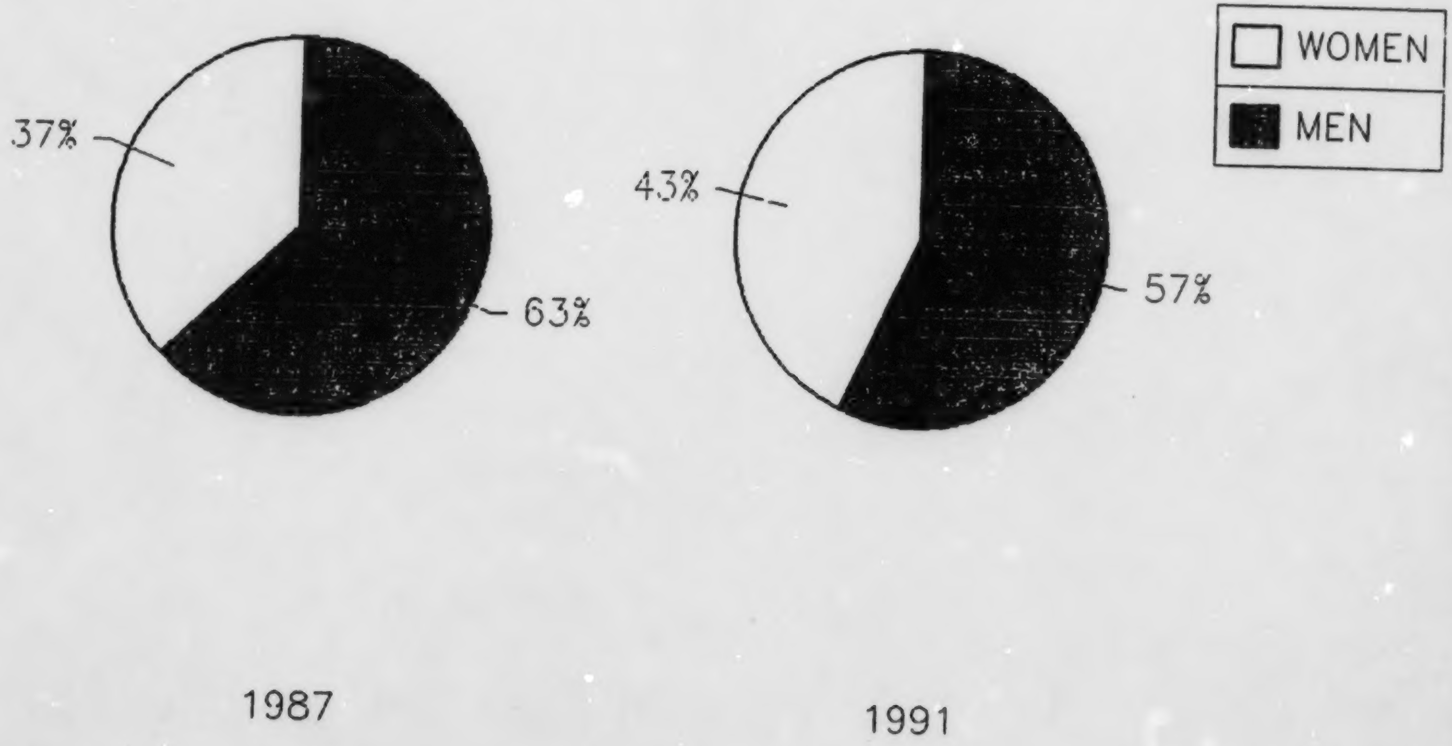
- one position in U.C.A.D. has been changed from a full time position to part time (3 days per week) after a proposal from the employee to participate in job sharing or part-time work.
- a committee was formed to look at alternative work scheduling. It will be looking at the possibility of creating part-time positions (to better meet peak demands and employee's requests for job share/part-time positions); alternative scheduling; and other initiatives.
- flex time review was put on hold pending review of existing pilot projects within the corporation.

Signed: ______________________
U. Mergny, Acting Director

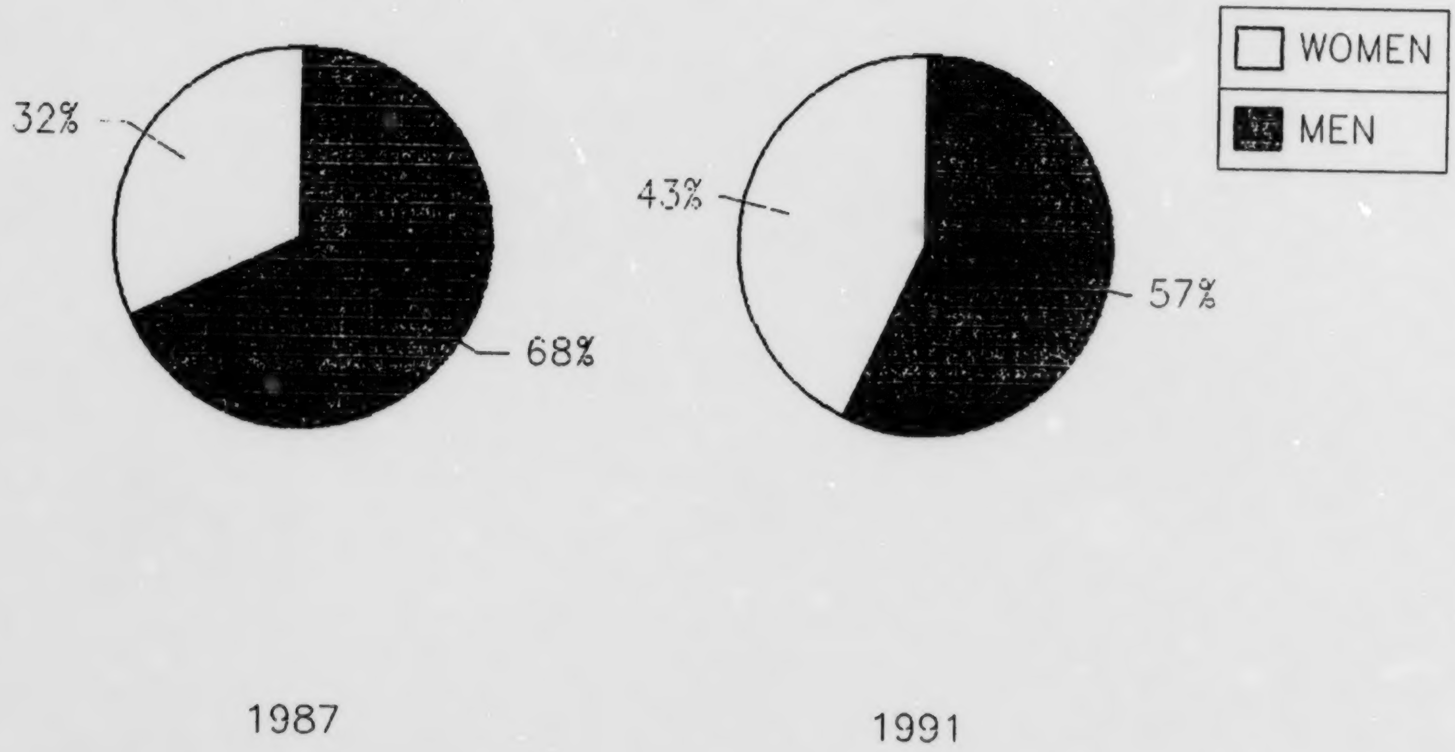
Signed: ______________________
L. B. Hall, Process Champion

90/09/19

FINANCE DEPARTMENT
EXEMPT STAFF FEMALE/MALE RATIO
Total Management Exempt Staff



FINANCE DEPARTMENT
EXEMPT STAFF FEMALE/MALE RATIO
Coordinators (Exempt)



FINANCE DEPARTMENT
EXEMPT STAFF FEMALE/MALE RATIO
Managers

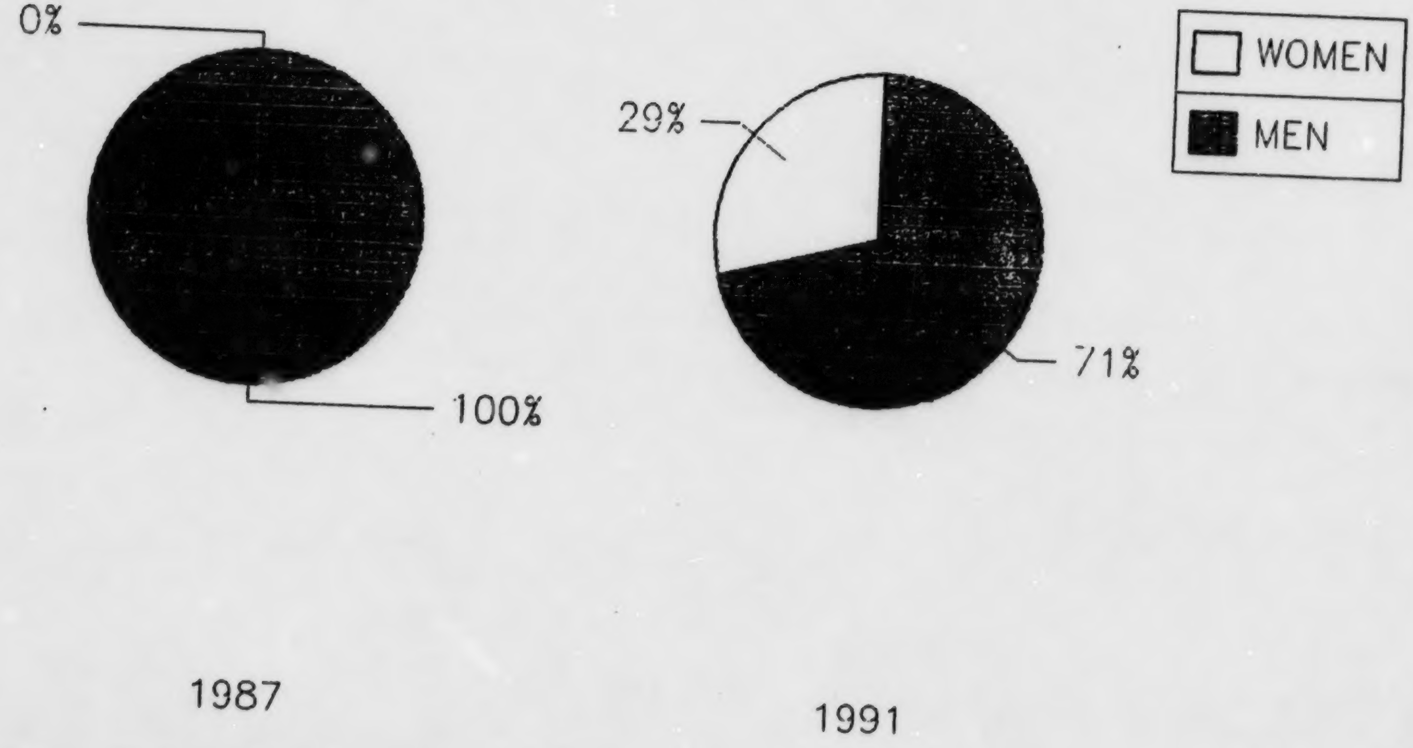


EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: Finance
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 1135 Financial Management Positions Managers	6	7	1	16.7%	2	28.6%	36.1%	--	+1	--	No goals have been set as there is no expected turnover by 1993.

EXHIBIT W2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: Finance
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
4199 Sr. Field Representatives & Field Representatives	62	66	14	22.6%	13	20.0%	73.2%	2 or 25.8% by '93	-1		Sr. Field Representatives & Field Representatives: o no postings for these positions since 1991, February o 3 employees on Long Term Disability have been employed on rehab assignment. 1 employee has remained; other 2 were not able to perform job. Remaining employee is not a member of a designated group. o other Canadian utilities will be surveyed in the Fall (1991) to determine target group representation industry wide
4199 Operations & Systems Positions	12	12	8	66.7%	5	41.7%	73.2%	-	-3		
4199 Other Clerical & Related Occupations	74	78	22	29.7%	18	23.1%	73.2%	32.4% by 1993	-4		

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: Finance
DESIGNATED GROUP: Visible Minorities

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
ORIGINAL GOALS 1135 Financial Management Positions Managers	6	7	0	0%	0	0%	4.8%	-	-	-	No goals have been set as there is no expected turnover by 1993.

EXHIBIT VM2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: Finance
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
4199 Sr. Field Representatives & Field Representatives	62	66	2	3.2%	2	3.0%	7.5%	3 or 8% by 1993	-	-	Sr. Field Representatives & Field Representatives: o no postings for these positions since 1991, February o 3 employees on Long Term Disability have been employed on rehab assignment. 1 employee has remained; other 2 were not able to perform job. Remaining employee is not a member of a designated group. o other Canadian utilities will be surveyed in the Fall (1991) to determine target group representation industry wide
4199 Operations & Systems Positions	12	12	2	16.7%	2	16.7%	7.5%	-	-3		
4199 Other Clerical & Related Occupations N.E.C.	74	78	4	5.4%	4	5.3%	7.5%	3 or 9.4% by 1993	-		

FIRE

MASTER COPY

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: CALGARY FIRE DEPARTMENT

MISSION: The Calgary Fire Department provides the personnel and equipment to co-ordinate and manage emergency response to fires and other emergencies, rescue, medical assists or disasters. In addition, the department operates the Emergency 9-1-1 system and is responsible for fire prevention, code enforcement and related public safety issues.

1.1 PROFILE:

Total number of survey respondents: 1025 (1990), 1033 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	14	14	1	1	15	15	1.37%	1.45%
Visible Minorities	4	4	1	1	5	5	0.49%	0.48%
Persons with Disabilities	19	17	1	0	20	17	1.95%	1.65%
Total number of employees:	1067	1078	27	25	1094	1103	2.5% female	2.27% female
Number of permanent employees					1085	1089		
Number of seasonal/limited term employees					8	14		
Number of special category employees					1	0		

1.2 SITUATION (INTERNAL)

1. ME positions for SOC Code 1113 are hired from firefighting positions. At present only one female is in the firefighting stream and it will be a number of years before she would be eligible to compete for a higher position.

2. 94% of all Fire Department staff are within the 6111 SOC Code, hence the majority of effort will be made to targeting activities which will be successful in drawing candidates to this field.

   SOC Codes 1171, 1173, 2183, and 1149 (6 employees) were not targeted in: Aboriginal category as representation in CMA in only 1% and Visible Minority as our representation is favourable in this group at 16% with the CMA representation at 8.7%.

   SOC Does 8553, 8580, 8584, 8595, 8791, and 9591 (14 employees) were not targeted in the Aboriginal group as there is not much opportunity for change since the CMA representation is only 2%.

   SOC Codes 2163, 2144, 2160, 2169, 3162, 4143 (9 employees) were not targeted in the Women category as the representation is favourable at 44% and Visible Minority as the representation is 22%. The Aboriginal category was not targeted as the chance for change is limited given the CMA representation is only 1.7%.

   SOC Codes 4155 and 4175 (14 employees) were not targeted in the Women category as the Department's representation is presently 50%. The aboriginal category was not targeted as the CMA representation is only 3.7% and only one (1) vacancy is anticipated in the next three (3) years.

   SOC Codes 4131 and 4150 (5 employees) were not targeted in the Women category as the Department's representation is currently 60% nor the Aboriginal category as the Department's representation is 20% with the CMA representation at 1.6%. The Visible Minority category was not targeted because the CMA representation is only 8.7% and no vacancies are anticipated.

   SOC Codes 4195 and 4199 (8 employees) were not targeted and the department will not be hiring from outside to fill any vacancies. There are currently two (2) employees that will be laid off who will in turn fill any vacancies should they occur.

   SOC Codes 4110, 4111, and 4190 (9 employees) were not targeted in the Women category as the Department's representation is 62.5%. The Aboriginal and Visible Minority categories were not targeted as the CMA representation is only 2% and 4.9% respectively and no vacancies are anticipated before 1993.

3. All positions within the firefighting stream are based on a contractual agreement between the City of Calgary and Local 255. The formula for eligibility for promotion is structured largely on seniority. Based on this criteria, there are no individuals in the target groups that are in a position to compete for an advanced position at this time.

4. In the area of Other Managers and Administrators there are no females in similar positions within other city departments. Hence no potential candidates to target.

5. Retirements and projected vacancies are anticipated to remain low for the next two (2) years. Vacancies for 1988 to 1991 are as follows:

   1987 - 24
   1988 - 48
   1989 - 24
   1990 - 16
   1991 - 9 (Projected)

6. The majority of staff, 1017 are in the firefighting base, the remaining 77 personnel are in a number of diverse positions where little if any opportunity exists for lateral movement. For example, clerical and secretarial support, building maintenance, electrical engineers, and dispatchers.

2. SOC Codes 4195 and 4199. The two female employees laid off have both returned to the Dispatch Centre. One permanently, the other limited term.

5. Retirements:

1991 - 14 or 1.5%
1992 - 10 projected or 1.0%

1.3 SITUATION (EXTERNAL)

1. Few females and some of the ethnic community do not have the physical, development (upper body strength) and (mechanical, rescue/safety related) background necessary to meet the firefighter criteria.

2. There are very few females involved in the mechanical, plumbing, construction, electrical and other trades from which the department can draw applicants from.

3. Few designated group members apply on competitions for the department. For example, in 1989, .02% of the applicants were women, .03% were visible minorities. In 1990, women accounted for 0.1% of our applicants and visible minorities .05%.

4. Education standards are a deterrent for many of the aboriginal community.

5. Competitions for positions in the department are extremely competitive given the large number of candidates. This tends to discourage some of those in the target groups from applying.

6. Firefighting has not been seen as a societal role that many in the Women or Visible Minority groups are encouraged to pursue. This evidence has come to light through conversations our Outreach Worker has had with representatives from both of these groups.

3. The recruitment drive initiated in July of 1991 saw a dramatic increase in the numbers of applicants generally from those in the designated groups. Specifically female applicants were 3.5%, visible minorities 5.5%, and aboriginal 1.6% of the 2,046 applicants who completed survey forms.

This increase, while encouraging, has not lead us to suggest our outreach activities have been the only reason for this success. The recent downturn in the economy and the unemployment rate may have also been a factor. A better analysis will be possible with future progress reports.

6. The outreach clinics have definitely raised the interest and the awareness among the designated groups and opinions are changing in regards to firefighting as a career choice for those groups. It will be critical that efforts continue particularly with the younger members in order that they have time to develop the skills necessary to become a successful candidate.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Continue career information centres as can be arranged at shopping centres, physical fitness centres, etc. **RESPONSIBILITY**: Public Information Officer **TIMEFRAME**: 1993 July.

(Progress) Four career days have been completed over the past year.

2. Establish contact with the Canadian Advisory Council for the Status of Women. **RESPONSIBILITY**: Process Champion **TIMEFRAME**: 1991 July.

(Progress) Contact has been established and we have been given direction and support by the Council.

3. Utilizing the YWCA as a resource and possible support system for females interested in non-traditional jobs who need assistance in building the skills necessary. **RESPONSIBILITY**: Process Champion **TIMEFRAME**: Program to be underway Winter of 1992.

(Progress) The YWCA employment service has agreed to develop a program for women seeking jobs in non-traditional areas and will be seeking funding to complete the project. The Fire Department will provide the technical information and direction specific to that required of a firefighter candidate. This program has tremendous potential with initial reaction being quite favourable.

4. Visit community groups, ethnic associations, women's groups, etc. **RESPONSIBILITY**: Process Champion/Public Information Officer **TIMEFRAME**: 1993 July.

(Progress) This was expanded to include pre-hiring clinics. Number of meetings/visits with the underrepresented groups was 11. Number of pre-hiring clinics held with the various groups was five.

5. Improve information package for potential candidates. **RESPONSIBILITY:** Public Information Officer **TIMEFRAME:** 1991 July.

(Progress) The package was refined, however there will be a continuing need to review and update as there is also a continuing review of Fire Department hiring standards taking place and some adjustments are anticipated.

6. Visit to schools - provide workshops/information sessions. **RESPONSIBILITY:** Public Information Office **TIMEFRAME:** 1993 July

(Progress) Five school career days were completed over the past year.

7. Plan two pre-hiring clinics before each recruit drive. **RESPONSIBILITY:** Process Champion **TIMEFRAME:** 1991 July.

(Progress) Two major pre-hire clinics were planned and carried out prior to the 1991 recruitment drive.

8. Produce a video that is more representative of the designated groups. **RESPONSIBILITY:** Public Information Officer **TIMEFRAME:** 1991 July.

(Progress) This was not completed. With only one Audio Visual Technician and a number of projects of higher priority uncompleted, this project has been delayed by at least a year.

9. Advertise in greater number of ethnic aboriginal and female magazines and newspapers. **RESPONSIBILITIES**: Public Information Officer **TIMEFRAME**: 1993 July.

(Progress) Key representatives have been contacted in the designated groups who in turn have been asked to forward information on through their own networks. This has met with some success in addition to the advertising in the various designated groups, magazines and papers.

10. Student Firefighter Program. **RESPONSIBILITY**: Process Champion **TIMEFRAME**: 1992 July.

(Additions) Research has been undertaken to find out how such a program could be carried out and the resources required. The resources needed are significant and the Department is attempting to find a way to complete this task without overburdening existing programs.

11. Job Shadowing Program. **RESPONSIBILITY**: Process Champion **TIMEFRAME:**

(Additions) In co-operation with the school board a job shadowing program was implemented for the Junior and Senior high students. Fifteen students have been brought through a job shadow experience to date. The Department will be developing and refining this project as more experience is gained.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training		
Outreach	$2,800	$2,500
Materials	$ 300	$3,200
Equipment		
Time	Process Champion = 145 hours P.I.O. = 48 hours Others/Clinics = 232 hours 425 hours	$27,642
Other - Please list	Northwest Fire Chiefs Conference (E.E. Time Spent = 8 hours) Various E.E. Workshops = 40 hours	

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Request the City discuss with the School Boards the importance of cultural and attitudinal perceptions formed by students. For example, portraying all target groups in non-traditional roles. In particular for females, the idea that they are equally capable of being trades people, and firefighters. Additionally that, the respective stream of courses are available and the that physical training remains a component of the education for all students.

2. All educational institutions should be encouraged to re-evaluate the physical training component. If students (particularly in primary school years) drop out or do not receive any physical development training during their developing years, they are severely disadvantaged in their later years. Firefighting is a good example particularly when speaking of women. If society has stereotyped them and the school system does not maintain a mandatory physical education component they will begin their working years at a disadvantage compared to their male counterparts.

3. Initiate and co-ordinate multi-career opportunity days at schools and other institutions and designated group associations.

Signed: ______________________________
W.R. Morris, Acting Fire Chief

Signed: ______________________________
T. Bogner, Acting Deputy Chief
Process Champion

(DATE)
90/09/19

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: FIRE
DESIGNATED GROUP: WOMEN

SOC	"1990 " # in Pos	"1991 " # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in Canadian Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
6111 Firefighting Occupations (BU 255) Firefighters	1005	1016	1	.1%	1	.1%	1.4%	+3 or .4% by 1993			
1171/1173/2183/1149 Accountants Auditors and other financial officers, Organization & System Analyst, and Middle Managers (BU 38 and ME) Accountants, Service Improvement Analyst, System Co-Ordinator, Controller	6	6	0	0%	0	0%	39.97%	+1 or 16% by 1993			Only 1 position changed in these SOC codes and that position was filled as a request to accept an internal city transfer.

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: FIRE
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990 " # in Pos	"1991 " # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in Canadian Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
6111 Firefighting Occupations (BU 255) Firefighters	1005	1016	3	.3%	3	.3%	.6%	+3 or .6% by 1993		8 or .8%	

EXHIBIT VM2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: FIRE
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990 " # in Pos	"1991 " # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
8553/8580/8584/8595/ 8791/9591 Tailors and Dressmakers, Foremen/Women, Mechanics, Machinery Mechanics, Painting and Decorating, Pipefitting & Plumbing, Photographic Processing (BU) Tailor, Shop Foremen, Mechanics, Painter, Plumber, Special Services Technician	14	14	0	0%	1	7%	9.14%	+1 or 7.1%	+1		

EXHIBIT VM3
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: FIRE
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
4155/4175 Stock Clerks, Telephone Operators (BU) Storekeeper, Dispatch Emergency Operators	13	11	0	0%	0	0%	5.85%	+1 or 9% by 1993			Correction to 1990 # in Pos 14 to 13

EXHIBIT A1
PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: FIRE
DESIGNATED GROUP: ABORIGINAL

SOC	"1990 " # in Pos	"1991 " # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in Canadian Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS) 6111 Firefighting Occupations (BU 255) Firefighters	1005	1016	13	1.3%	13	1.3%	4.2%	+3 or 1.6% by 1993			

1991
PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: Mechanical Services Department

Fleet and Facilities Department

MISSION: To provide economic fleet management and related support services to the Corporation of the City of Calgary.

To provide economic fleet and facilities management and related support services to the Corporation of The City of Calgary

1.1 PROFILE:

Total number of survey respondents: 275 (1990) 381 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	2	3	0	1	2	4	.73	1.05
Visible Minorities	17	24	2	4	19	28	6.90	7.35
Persons with Disabilities	21	25	1	1	22	26	8.00	6.82
Total number of employees	278	370	13	27	291	397	4.50 women	6.80 women
Number of permanent employees					266	349		
Number of seasonal/limited term employees					25	47		
Number of special category employees					0	1		

1.2 SITUATION (INTERNAL)

1. The rate of employee turnover is comparatively low.
   (1987 - 2.7%, 1988 - 3.3%, 1989 - 5.5%, 1990 to date 3.0%)

2. There is a large number of diverse occupational classifications eg. engineers, analysts, accountants, as well as tradesmen such as mechanics, welders, and servicemen.

3. Approximately half of the people hired into management exempt positions come from other City departments and the balance come from external sources. Bargaining unit vacancies are filled in approximately the same proportions, with the internal transfers coming almost exclusively from Transit (A.T.U. Local 583).

4. Retirements are anticipated at 3 per year over the period 1991 - 1993.

5. Ten persons are on continuing Long Term Disability (including one on WCB). Because of the physical nature of much of the work performed, there are limited opportunities for employment of persons with physical disabilities. However, four persons are employed after having undergone rehabilitation and other opportunities for rehabilitation are investigated on an ongoing basis.

6. The majority of MSD's 291 employees are tradesmen in traditionally male roles eg. mechanics, welders etc. Currently the number of women employed in these trades is very small.

7. Most entry level positions are filled with employees with some experience in a trade related field who want to complete an apprenticeship in the trade.

8. The majority of positions within the department require significant physical abilities. This poses a limitation on the employment of people with disabilities.

9. The positions of foreman (S.O.C. 8330, 8580), Supervisor (S.O.C. 2160) Maintenance Controllers, (S.O.C. 1179) and Trainers (S.O.C. 2797) are normally filled by tradesmen from the shop floor. The under representation of designated groups in these Standard Occupational Categories will continue until such time as the trades groups themselves have better representation.

Since the preparation of the 1990 Plan of Action, Mechanical Services Department was merged with the Structures and Buildings Division of the Engineering Department, and was renamed Fleet and Facilities Department to reflect the nature and responsibilities of the new department. Accordingly, some of the employee groupings may not exactly correspond with the original Plan of Action.

1.3 SITUATION (EXTERNAL)

1. Women are still under represented in trades training programs. These programs provide a significant percentage of MSD's external hires.

2. The rate of technological advances in the automotive field is creating considerable pressure on the maintenance industry to upgrade trades skills and abilities to cope with the new technology. Entrants into the automotive trades will have to be able to cope with the demands for superior technical abilities. How this may affect the representation of designated groups at the entry level is unknown.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. MSD held an "Open House" during Municipal Involvement Week. Invitations were sent to both the Public and Catholic School Boards emphasizing that women and visible minorities were encouraged to participate in the tours. Over 300 students from various schools took advantage of the opportunity to examine trades careers in the mechanical field.

An Open House was held again in 1991 with even more success than in 1990. Some 400 students from 12 schools attended. Additionally, the department was represented at the SAIT Career Days Open House.

2. Certain positions within MSD are filled by persons whose disabilities have been accommodated. In addition, this year, attempts were made to fill two seasonal positions with people currently on L.T.D. While unsuccessful this year, it is hoped that with more lead time, and better defined job duties, these positions will be filled in this manner in future.

A seasonal summer position was successfully filled by a person undergoing rehabilitation.

3. The majority of MSD's positions are trades related. In order to encourage minority groups to enter these fields, it will be necessary to attract designated group members when they are forming opinions regarding career paths. This will entail cooperation with the School Boards, visiting Schools, and making presentations to Grades 8, 9, and 10 students, and arranging visits and tours for interested students. It is anticipated that this will be carried out as a Corporate initiative in conjunction with other departments.

This initiative is being followed in conjunction with the Outreach Committee recommendations. Students from SAIT and Mount Royal College were given work experience during the year.

4. Review the Standard Occupational Categories assigned to all positions in MSD to ensure the best possible match, and thus the best comparative data.

Review completed, but is subject to ongoing monitoring.

5. Develop with EEO Outreach Advisor programs to increase awareness in designated groups at the career choice level of career opportunities in the trades fields.

Outstanding. To be carried out during 1992.

6. As a Corporate committee, review with Southern Alberta Institute of Technology, the Apprenticeship Branch, and the School Boards Career Counsellors, the qualifications and aptitudes required for the various mechanical trades so as to eliminate the possibility of contradictory information or requirements.

The initiative is to be followed in conjunction with the Outreach Committee and the Personnel Services Department.

7. Continue to encourage and support staff development through participation in recognized programs to assist them in progressing their careers.

Ongoing eg. Customer service, Trades Apprenticeship, Computer Training etc.

8. Ensure all staff, particularly those in management positions, are aware of EEO initiatives and goals.

Ongoing - All Managers are currently scheduled for Employment Equity Workshops, with all supervisors to follow.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	Not significant Absorbed within departmental budget	500 hours Absorbed within departmental budget
Outreach		
Materials		
Equipment		
Time	500 staff hours	800 staff hours
Other Please list		Not known

1.6 GOALS AND LIMITATIONS

The goal of increasing the number of designated group members, more specifically women and aboriginal, in the trades fields will depend on the success in attracting target members of career choice age in the schools into the trades fields. Realistically, starting in 1991 with Grade 10 students will mean that target group members, having completed Grade 12, will not be at a trades entry level until 1993 - 1994, the end of this planning period.

Increased target group representation in other occupations such as clerks, accountants, analysts, engineers etc. will be dependent on turnover within these groups, as minorities, overall, are reasonably well represented within these groups.

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Participate in Corporate Initiatives dealing with:

   - school visitations regarding career opportunities.

   - outreach to ethnic groups and Native communities to increase awareness of employment opportunities.

   - Employment Equity training workshops.

A Corporate plan is being developed to incorporate reasonable adjustments to physical barriers in the work place to accommodate the needs of employees with disabilities. Fleet and Facilities Department is coordinating the development of this program.

Members of Fleet and Facilities Department are currently enrolled in Employment Equity Workshops.

Signed____________________________________
M.A.T. Bamford, Director

Signed____________________________________
A. McLean Millar, Process Champion

01/10/03

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: Fleet and Facilities
DESIGNATED GROUP: Women

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1171 Accountant, Auditor **Assistant Controller** **Accountant**	4	8	0	0	3	37.5	40.8%	+1 or 25% by 1990	+3		Goal achieved
1179 Occupations related to Management NEC **Maintenance Controller** **Fleet Controller**	10	12	0	0	1	8.3%	44.6%	+1 or 10% by 1992	+1		Original goal met

EXHIBIT W2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: Fleet and Facilities
DESIGNATED GROUP: Women

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
2797 Instructors and Trainers **Trainer**	6	7	0	0	0	0	44.3%	No specific goal			
8529 * Other Fabricating NEC **Steel Fabricators**	5	0	0	0	0	0	15.2%	+1 or 20% by 1993		Original 8529 Goal Now Deleted	*Reclassified to 8335 from 8529 (Welders) See below.
(NEW GOAL) *8335 Welding **Welders**	24	32	0	0	0	0	1.8%	No specific goal			No applicants from designated group.

EXHIBIT W3
PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: Fleet and Facilities
DESIGNATED GROUP: Women

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
9179* Motor Transport NEC 4197 Clerks General Office Clerks	5	0 14	0	0	8	57.1%	16.8% 85.2%	+1 or 20% by 1993			*Reclassified to 4197 General Office Clerks See below
9918 Labourer NEC Labourer Serviceman	12	5	0	0	0	0	13.5%	+1 by 1992			1 Woman in this SOC worked in 1991 as rehabilitation placement

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: Fleet and Facilities
DESIGNATED GROUP: VM

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
8335 Welding and Cutting Operations **Welder (BU)**	24	32	1	4.2	1	3.2	13.6%	+1 or 8.4% by 1992		+1 or 6.4% by 1993	1991 results include 8529 reclassified to 8335
8580 Foreman Mechanic NEC **Trades Foreman (BU)** **Crew Chief (BU)**	9	7	0	0	1	14.3	7.2%	+1 or 11% by 1993	+1		Goal met
8584* Industrial Mechanics **Heavy Duty Mechanics**	51	0	3	5.9			9.4%	+1 or 7.84% by 1993			Reclassified to SOC 8581 Motor Vehicle Mechanics
9918 Labour NEC **Labourer**	12	5	0	0	4	80	12.5%	+1 or 8.3%			Goal met this year with seasonal employees.

EXHIBIT A1

PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: **Fleet and Facilities**
DESIGNATED GROUP: **Aboriginal**

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
8581 Motor Vehicle Mechanics **Automotive Mechanics BU**	84	134	0	0	1	.79	1.8%	+1 or 1.2% by 1993	+1	+1 or 1.5% by 1993	Heavy Duty Mechanics added to this class. Original goal met.
8584 Industrial Mechanics **Heavy Duty Mechanics (BU)**	51	0	0	0			1.1%	+1 or 1.96%			Added to Class 8581 see above

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT:

City Department - Land & Housing Department

If changed, fill in new information

MISSION:

The Land & Housing Department is responsible for the administration, development sales, acquisition and rental of all civic land and housing requirement.

1.1 PROFILE:

Total number of survey respondents: 57 (1990) 59 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0	0	0	0	0	0	0.0%	0.0%
Visible Minorities	4	4	7	7	11	11	19.30%	18.64%
Persons with Disabilities	3	3	1	1	4	4	7.02%	6.78%
Total number of employees: 60	32	30	26	30	58	60	44.83% Female	50% Female
Number of permanent employees					53	58		
Number of seasonal/limited term employees					5	2		
Number of special category employees					0	0		

1.2 SITUATION (INTERNAL)

1. There are fifty-eight employees in the Land & Housing Department of which 44.83% are female, 19.30% are visible minority and 7.02% are persons with disabilities.

2. It is interesting to note that positions such as Building Maintenance Assistant and Land Inventory Technician are now being filled by female incumbents.

3. The staff turnover rate was 6.8% in 1987, 6.8% in 1988 and 10.3% in 1989. Although these statistics are considered average for a department of this size, they actually represent the low end of the scale on a departmental comparison basis.

4. Approximately four retirements are anticipated by 1993.

5. One employee is currently on Long Term Disability and not expected to return to active service.

1. 1.7% turnover rate in 1990; of 58 employees 50% are female, 6.78% are persons with disabilities.

2. Retirements are expected to be three by 1993.

1.3 SITUATION (EXTERNAL)

1. Statistics from the University of Calgary and the Society of Management Accountants illustrate the percentage of women graduates in Engineering, Management and Accounting CMA/CGA fields.

% OF WOMEN GRADUATES

	Engineering	Management	Overall (U of C)
1989	7%	40%	53%
1988	9%	37%	53%
1987	11%	39%	52%

Accounting (C.M.A.)

1989	52%
1988	50%
1987	50%

Accounting (C.G.A.)

1989-1990	58%

2. Female graduates in the Management and Accounting field tend to locate in private industry positions, with approximately 5% involved in municipal vocations. (Corporate Controller/Finance Dept.).

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Undertake municipal and private industry employee training opportunities as available.

   Responsibility - Division Manager

(Progress)

1. Employee training continues to be arranged and taken, as available.

2. Continue the performance review process to insure that all employees have access to the required training necessary for development of career goals.

   Responsibility - Division Manager

(Progress)

2. Continuing on an on-going basis.

3. Organize managerial awareness sessions on employment equity in the workplace.

   Responsibility - Director/Division Manager

(Progress)

3. All managers and assistant managers have registered in the Introduction to Employment Equity two day workshop.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	Nil	A total of 10 senior management will be attending the Introduction to EE Workshop for a total of 140 hours.
Outreach	Nil	
Materials	Nil	
Equipment	Nil	
Time	16 hours per month	16 hours per month
Other - Please list		

2.0 IDENTIFIES CORPORATE INITIATIVES

1. Undertake municipal and private industry employee training opportunities as available.

   Responsibility - Division Manager

(Progress)

1. Employee training continues to be arranged and taken, as available.

2. Continue the performance review process to insure that all employees have access to the required training necessary for development of career goals.

   Responsibility - Division Manager

(Progress)

2. Continuing on an on-going basis.

Signed: ______________________
Brian R. Musgrove, Director

Signed: ______________________
Martin O. Cowman, Process Champion

(DATE)
91/09/25

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: LAND & HOUSING DEPARTMENT
DESIGNATED GROUP: WOMEN

SOC	#1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
1135/1145/1179 Assistant Controller Maintenance Supt. Property Administrator	11	11	44.83%	50%		1 or 27.27% by 1993	No Change		

LAW

MASTER COPY

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: LAW

MISSION: The Law Department is responsible for providing legal services to the City of Calgary including receiving, investigating and settling claims against the corporation, litigating actions, drafting and negotiating contracts, advising City departments and City Council, representing the corporation's interests before administrative tribunals, assessing insurance requirements for the corporation and providing support services for these activities. There are three divisions in the Law Department: Legal Division, Claims Division and Risk/Insurance Division.

1.1 PROFILE:

Total number of survey respondents: 61 (1990) 60 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0	0	0	0	0	0	0.00	0.00
Visible Minorities	2	2	4	4	6	6	9.84	10.00
Persons with Disabilities	1	2	2	3	3	5	4.92	8.33
Total number of employees:	24	23	38	38	62	61	61.29% female	62.30% female
Number of permanent employees					58	59		
Number of seasonal/limited term employees					3	1		
Number of special category employees					1	1		

...

1.2 SITUATION (INTERNAL)

Administration Division

1. There is a low diversity of positions. The large educational gap between solicitors and support staff makes "bridging" difficult. There are no attempts to create "career paths" with available positions.

2. The majority of solicitors are not hired at entry level. Most Solicitor II and III positions are filled externally.

3. There is good overall representation of women in solicitor positions, but all of the women in the division are at Solicitor I and II levels. The top 55% of the Law Department in terms of salary and authority (Solicitor III's and management) is all males.

4. Turnover rate in the City Solicitor's office was 0% for the past three years. For the Legal Division turnover rate was 14.3% for 1987, 5.5% for 1988 and 7.7% for 1989.

5. The division is isolated from other departments partly due to the unique non-transferable skills involved in the legal field. Educational funding and in-house training for women in traditional positions is usually limited to upgrading existing skills.

6. There are 5 management positions: City Solicitor, Insurance/Risk Manager and managers of the Corporate & Planning Section, Litigation Section and Operations Section.

7. One person in this division is on Long Term Disability.

Claims Division

1. The turnover rate in the Claims Division was 13% in 1987, 21.9% in 1988 and 9.1% in 1989.

2. There are good possibilities for "bridging" for women since for traditional (secretary, data entry) and non-traditional (claims adjuster) positions the basic qualifications are the same i.e., Grade 12.

3. The one woman in a non-traditional position is a junior. The top 80% of positions in terms of salary and authority are occupied by white males.

4. There are no employees in this division on Long Term Disability.

Insurance Division

1. The turnover rate in the Insurance Division was 0% for the past three years.

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PROGRESS

Administration

1. As of July 1, 1991, there is one female Solicitor III in the Department.

2. One more management position has been created (Office Administrator). This position is occupied by a woman.

3. There is no one on Long Term Disability.

Claims Division

1. There is a new management position (Office Administrator). It is occupied by a woman.

1.3 SITUATION (EXTERNAL)

1. The percentage of women graduates from the University of Calgary Law School has been approximately 50% since the school opened 14 years ago.

2. There is a low number of aboriginal graduates from Canadian law schools hence there are few qualified individuals in the general workforce for solicitor positions.

3. There is a very low number of aboriginal interviewees for any position in the department.

PROGRESS

No progress to date.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Budget for increase in funding for designated group employees to take courses and be trained for positions other than the one they hold at any given time. For example, in the case of a secretary, rather than taking courses which relate only to her secretarial position, she might wish to take courses through the Insurance Institute of Canada so she might qualify for a position as a claims adjuster.

...

PROGRESS

One female in a 4111 position has taken courses necessary, paid for by the Law Department, to become an Associate of the Insurance Institute of Canada. Two female 4111's have taken paralegal courses paid for by the Law Department. These courses will increase their eligibility for promotion.

2. Improve communication to support staff of the above educational policy and of any policies developed on a corporate basis for EEO purposes (i.e., job sharing).

PROGRESS

With the creation of the position of Office Manager, communication with support staff generally has improved. There is now a designated contact within management. Also, there are now regular meetings with support staff.

3. Institute yearly performance appraisals by City Solicitor or his delegate of all support staff in the Administration Division with input from lawyers, and institute performance appraisals by the Manager, Claims Division of all support staff in the Claims Division.

PROGRESS

This has not yet been accomplished, but the Office Manager, in consultation with the City Solicitor has been working on implementing performance appraisals of support staff. It is expected that the system will be in place by January, 1992.

4. Flexibility in accommodating people with disabilities will be encouraged i.e., when a qualified person with a disability applies for a position, consideration will be given to ways in which that person might be accommodated. Due to the range of individual disabilities, possible accommodation will be assessed on a case-by-case basis.

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PROGRESS

There have been no qualified disabled applicants for the three positions posted (2 secretarial and 1 para-legal).

5. With EEO and Personnel Department, participate in corporate outreach programs i.e., career days at high schools and universities, visits to aboriginal reservations.

PROGRESS

The Process Champion has been a member of the Outreach Subcommittee of EEO. The Process Champion attended a function for female law students at the University of Calgary campus where she spoke on the advantages of a career as a lawyer with the City of Calgary Law Department.

6. Have Process Champion or alternate attend all EEO information workshops.

PROGRESS

The Process Champion attended the two-day pilot session of the Introduction to Employment Equity Workshop. Also, she and the Office Manager took part in a three-day workshop put on by the Personnel Department on Targeted Selection, which has an employment equity component.

Seven members of the Department will attend the Introduction to Employment Equity Workshops in the fall of 1991.

7. Research availability of federal and provincial funding grants to train designated group members for specific positions.

PROGRESS

The Legal Division has taken on an aboriginal trainee from a Canada Employment and Immigration funded program run by Frank and Associates. The trainee is spending two ten-week sessions with the Division. She is paid by the Federal Government.

...

8. Rectify situation where women are well represented as solicitors only in lower level positions by hiring or promoting qualified women to Solicitor III and management positions when possible. Also encourage qualified women to take management training courses.

PROGRESS

One woman has been promoted to Solicitor III level. No women have been sent to courses geared towards upper level management.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	16 full working days lawyers, office manager	40 full working days lawyers, office manager
Outreach	6 full working days lawyers	3 full working days lawyers and office manager
Materials	$2,000.00	$2,500.00
Equipment	no cost	none
Time	60 hrs. support staff and office manager 60 hrs. lawyers	60 hrs. support staff 60 hrs. lawyers
Other - Please list		

Signed: ______________________
C. R. Meyers, Acting City Solicitor

Signed: ______________________
L. Olsen, Process Champion

Date
91/07/15

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EXHIBIT VI
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: LAW
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1113 Government Administrators (ME) City Solicitor Deputy City Solicitor Assistant Deputy City Solicitor Consultant	4	4	0		0		34.1%	+ 1 position or 25% by 1993	no change		
1119 Officials & Administrators Unique to Government N.E.C. (ME) Sr. Claims Adjuster Claims Adjuster Jr. Claims Adjuster	9	9	2	22.2%	2	22.2%	40.6%				
1149 Other Managers & Administrators, N.E.C. (ME & BU) Manager, City Claims Division Risk Manager	2	3	0	0%	1	33.3%	45.0%				
	11	12	2		3		42.8%	+ 2 positions or 36% by 1993	+ 1 position or 25%		

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: LAW
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
1119 Officials & Administrators Unique to Government N.E.C. (ME) Sr. Claims Adjuster Claims Adjuster Jr. Claims Adjuster	9	9	0	0	9.4	+ 1 position or 11% by 1993	no change		

EXHIBIT A1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: LAW
DESIGNATED GROUP: ABORIGINALS

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep # %	Designated Group 1991 Rep # %	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
4111 Secretaries & Stenographers (ME & BU) Secretary Senior Secretary Asst Insurance Officer Division Secretary Secretary to City Solicitor	20	18	0	0	2%	+ 1 position 5% by 1993	no change		
4143 Electronic Data Processing Equipment Operators (BU) Data Entry Clerk Word Processing Operator	4	4	0	0	2.2%				
4171 Receptionists and Information Clerks (BU) Receptionist/Typist	1	1			2.3%				
	5	5			2.25%	+ 1 position 20% by 1993	no change		

MANAGEMENT AUDIT

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: MANAGEMENT AUDIT

MISSION: The Management Audit Department is responsible for providing audit services to the Corporation, as well as coordinating Corporate security functions and undertaking security investigations.

1.1 PROFILE:

Total number of survey respondents: 21 (1990) 22 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0		0		0	0		
Visible Minorities	5	5	1	1	6	6	28.57%	27.27%
Persons with Disabilities	0	0	0	0	0	0		
Total number of employees:	18	18	3	4	21	22	14.2% female	18.18% female
Number of permanent employees					21	22		
Number of seasonal/limited term employees								
Number of special category employees								

1.2 SITUATION (INTERNAL)

1. Low turnover rate in both the Audit and Security groups: 4.7% in 1985, 0% in 1986, 0% in 1987, 8.8% in 1988, 16.7% in 1989. The latest year reflects dramatic results due to a large number of retirements in the Security group, which was largely filled by experienced personnel who held their positions until retirement. Current resources are also well experienced, with no turnover expected in the near future.
2. Positions have generally been filled by hiring externally.
3. Positions are specialized and professional in nature.
4. Visible minority representation in the Audit group is above the average.

0% turnover rate in 1990.

1.3 SITUATION (EXTERNAL)

1. For security positions, few females and visible minorities have the required industry background and technical skills for reviewing physical security requirements and performing investigations. Police and/or military experience have been requirements as these fields provide experienced individuals with highly developed skills for analyzing situations, interviewing and evidence gathering.
2. For audit positions, females and visible minorities frequently apply on competitions with the Department. The number of female applicants for future postings is expected to increase sharply as accounting associations are graduating more females.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Participated in a staff exchange program whereby a male senior staff member has exchanged positions with a female finance employee from an operating department for a two year period.

A staff exchange program was undertaken and is expected to continue for the agreed upon period. The senior Staff Auditor and the Assistant Controller involved in this exchange program are thus provided with an opportunity to expand their work experiences and gain further insight into other operations.

2. Assess position qualifications to ensure requirements are appropriate for the respective positions and are not unreasonably restrictive.
RESPONSIBILITY: Manager. **TIMEFRAME:** 1991 July.

Audit and Security position qualifications have been reviewed for relevancy and to ensure they are free of systemic discrimination. These reviews were done by Departmental management, with qualifications to be further reviewed in the event a position becomes vacant. This review was in addition to that being conducted by the Corporate Qualifications Review Task Force on entry level qualifications.

3. Ensure that a reasonable number of designated group applicants meeting minimum qualifications for under-represented positions are interviewed. **RESPONSIBILITY:** Director/Manager.

There was no action on this initiative during this period as no position vacancies occurred.

4. Have management attend information workshops on employment equity and workforce diversity conducted by the EEO Division. **RESPONSIBILITY:** Process Champion.

All management personnel are in the process of attending the "Introduction to Employment Equity", being presented in the fall, 1991.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	0	5 Senior Management staff attending "Introduction to Employment Equity" x 2 days = 150 staff hours
Outreach	0	$500
Materials	0	0
Equipment	0	0
Time	4 staff days = $1000	5 staff days = $1500
Other - Please list		

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Participate in Corporate Initiatives dealing with:
    - Finance Family initiatives;
    - Outreach efforts directed at specific publications;
    - Re-examination of position requirements undertaken by Personnel Services.

The Employment Equity Corporate Plan contains a number of Corporate Initiatives to be focused on during the 1990-1993 reporting period, two of which require an audit by Management Audit and the EEO Division:

11. Applications for paid leaves of educational absence, in accordance with established policies, will be monitored to ensure that equitable compensation, terms and opportunities are available to male and female applicants. Leaves of absence will be granted selectively on the basis that educational upgrading is directly linked to the professional and technical requirements of The Corporation. Management Audit and the EEO Division will be asked to undertake a statistical sampling of applications. (Winter 1991 and ongoing on an annual basis)

12. Applications for advanced seminars and professional training opportunities will be monitored to ensure they are available on an equitable basis to male and female applicants, based on operational needs. Management Audit and the EEO Division will be asked to undertake a statistical sampling of applications. (Winter 1991 and ongoing on a annual basis)

These reviews have been included in the Departmental Audit Plan and are expected to be undertaken as stated in the Initiatives.

Signed: RD MacLean
R. D. MacLean, Director

Signed:
W. Markowski, Process Champion

(DATE)
91/09/03

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: MANAGEMENT AUDIT
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1171 Accountants, Auditors, Fin Officers (ME) (BU) Auditors	11	12	2	18.2%	3	25%	40.8%	+2 or 36% by 1993		+2 or 36% by 1995	Based on current turnover, original goal appears to be unrealistic
6115 Guards and related (ME) ASSETS PROTECTION ADVISOR	6	6	0	0%	0	0%	13.7%	+1 or 16.6% by 1992		+1 or 16.6% by 1995	Based on current turnover, original goal appears to be unrealistic

EXHIBIT PD1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: MANAGEMENT AUDIT
DESIGNATED GROUP: PERSONS WITH DISABILITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1171 Accountants, Auditors, Fin Off (ME)(BU) AUDITORS	11	12	0	0%	0	0%	*	+1 or 9.09% by 1993	0	+1 or 9.09% by 1995	Based on current turnover, original goal appears to be unrealistic.

* No data available.

MAYOR'S OFFICE

MAYOR'S OFFICE

EMPLOYMENT EQUITY PLAN OF ACTION

1. **DEPT:** Mayor's Office

MISSION: The Mayor's Office is responsible for carrying out administrative tasks required by the Mayor, enabling the Mayor to fulfil his/her mandate as the Municipality's Chief Executive Officer.

1.1 PROFILE:

Total number of survey respondents: 6 (1990) 6 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0	0	1	1	1	1	16.67	16.67
Visible Minorities	0	1	0	0	0	1	0.00	16.67
Persons with Disabilities	0	0	0	0	0	0	0.00	0.00
Total number of employees:	2	2	4	4	6	0	66.6 female	66.6 female
Number of permanent employees					5	5		
Number of seasonal/limited term employees								
Number of special category employees					1	1		

1.2 SITUATION (Internal)

1. The Mayor's Office has a low turnover rate.
2. One of the six staff members identified in the profile is a Summer Temporary Employment Program (STEP) employee.
3. There are two types of positions: Special Assistants (three) and Executive Secretaries (two). The receptionist is identified as an Executive Secretary and is paid at the same rate as the Secretary because we believe the positions are equally as important to our office. The Special Assistants are all equal in remuneration and status in the office though they perform specific functions that are different.
4. The two types of jobs are viewed as unrelated and therefore there has been no attempt to introduce career lines.
5. The Special Assistants are political appointments. Candidates are drawn both internally and externally.
6. The Executive Secretary positions are filled internally and externally.

1.3 SITUATION (External)

1. The S.T.E.P. position was filled externally through competition run by Personnel Services.
2. Two special work practicum placements are provided annually in co-operation with the U of C.

1.4 EMPLOYMENT EQUITY INITIATIVES

1. The Mayor's Office believes in leading by example, i.e. two of three Special Assistants are female, one of the Executive Secretaries is Aboriginal, and the STEP position was filled by a visible minority this summer (1991).
2. The Mayor is speaking to various community groups about employment equity initiatives the Corporation is taking.

3. The Mayor will be speaking about The City's employment equity initiatives and careers available with The City during his city-wide school visit program. (1991-1992)

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	One Special Assistant took a multicultural awareness workshop through Parks & Recreation - EEO Involvement	Additional courses, seminars, may be taken in upcoming year.
Outreach		
Materials		
Equipment		
Time	Process Champion - approximately 1-2 hrs/month spent on EEO related activities.	Same.
Other - Please list	In addition, time is spent drafting speeches and obtaining information from EEO for the Mayor.	- More speaking engagements. - Mayor will speak at the schools about EE whenever possible.

2.0 CORPORATE EMPLOYMENT EQUITY INITIATIVES

1. The Mayor's Office will review and determine the follow up required on corporate initiatives, as well as individual departmental initiatives.

A. Duerr Mayor

L. Hackman Process Champion

PERSONNEL SERVICES

PROGRESS REPORT ON
EMPLOYMENT EQUITY ACTION PLAN
1991 JULY 15

1.0 DEPARTMENT: Personnel Services

MISSION: The Personnel Services Department formulates, implements and monitors approved Corporate human resource policies and programs, designed to maximize the contributions of employees in the achievement of the Corporate goals and objectives of the City of Calgary.

1.1 PROFILE:

Total number of survey respondents (including T.E.S.A.): 133 (1990)
219 (1991)

The Personnel Services Department workforce statistics for departmental employees are summarized as follows:

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0	0	0	1	0	1	0	1.3 %
Visible Minorities	1	1	6	6	7	7	9%	9.3%
Persons with Disabilities	3	3	5	4	8	7	10%	9.3%
Total number of employees: 81 (1990); 77 (1991)	22	21	59	56			73% female	73% female

1.1 con't.

T.E.S.A. (TEMPORARY EMPLOYMENT SERVICES AGENCY)

	1990	1991	CEIC
Total Number of Employees:	187	160	-
Total Number of Females:	170 (91%)	149 (93%)	-
Total Number of Males:	17 (9%)	11 (7%)	-
Percent Responded:	29.41%	90%	-
Percent Aboriginal:	1.82%	0.69%	1.9%
Percent Visible Minority:	20%	15.97%	5.5%
% Persons with Disabilities:	3.64%	2.08%	Unknown

SUMMARY

	1990	1991
Total Number of Employees:	268	237
Number of Permanent Employees:	71	69
Number of Seasonal/Limited Term Employees:	8	4
Number of Special Category Employees (including T.E.S.A.):	189	164

1.2 SITUATION (INTERNAL):

The composition of permanent positions within the department (over 60%) are largely comprised of professional positions in the personnel field. The remaining classifications tend to be largely secretarial/clerical support (approximately 24%) with other specialized classifications totalling the remaining positions within the department's establishment.

Attrition patterns within the department tend to occur within the two largest groups (professional (M/E) and secretarial/clerical (B/U)) as evidenced by attrition rates, notably 7.7% in 1987, 5.2% in 1988, and 11.8% in 1989.

In addition, the Personnel Services Department operates the Corporate Temporary Employment Services Agency (T.E.S.A.). This agency provides temporary clerical/secretarial staff to all operating departments in the event of holiday relief, sickness or work overload requirements. Specific review of the workforce survey for this area is noted separately under 1.1 (T.E.S.A.).

UPDATE:

The attrition rate for the department decreased from 11.8% in 1989 to 7.8% in 1990. The attrition rates of professional staff in the department differ from those of other staff as shown below:

ATTRITION RATES

	1989	1990	1991 (TO 1991 JUNE 30)
Professional Staff (M/E Level 4 and higher)	15.9%	7.1%	9.3%
Other Staff	5.9%	9.1%	3.0%
Total	11.8%	7.8%	6.6%

The size of the department, including both limited term and established positions, decreased from 81 to 77 staff (1990 July 15 to 1991 July 15). A decrease of two established positions resulted from the transfer of two pay equity positions to the Board of Commissioners Department in accordance with Council's direction. The majority of the department's vacancies were filled internally as a result of our commitment to provide existing City employees who possess the required education but may lack direct personnel experience, with opportunities to work in the personnel profession. Only two were recruited externally, one in a limited term position and one in an established position.

1.2 UPDATE (cont'd)

In February 1991 the Department was reorganized. The Occupational Health and Safety staff were reassigned with the Physicians and Nurses integrated with Employment (now Employment and Health Services) and Safety joining Labour Relations (now Labour Relations and Safety). The two Employee Assistance Coordinators are now with the Human Resource Development Division. Finally, the Wage and Salary Division was retitled to the Compensation Division.

1.3 SITUATION (EXTERNAL)

As demonstrated by the CEIC data for S.O.C. 1174, many females and visible minorities are available within the Calgary region for professional positions. The departmental statistics exceed CEIC statistics without requiring active outreach initiatives. However, the recruitment of Aboriginal persons into this category has been difficult due to the limited number of qualified candidates available. The CEIC data demonstrates, however, that for this category 1.5% are available for employment in this area and therefore the department requires special recruitment initiatives in future.

As outlined by the CEIC data for S.O.C. 4111, many females and visible minorities are also available within the community for secretarial/clerical positions. As outlined in the professional category (1174), the Personnel Services Department similarly exceeds the CEIC percentages for these categories, however, does not similarly reflect the available 2.0% Aboriginal persons in the community. The department will need to pursue special initiatives to actively seek potential aboriginal candidates. However, as this particular classification falls within a union jurisdiction, internal candidates must be initially considered in the recruitment process.

Category 3131 (Nurses) reflect a 100% female population but no diversity in the aboriginal, visible minority or disabled population. Some discrepancy in the demographics may occur due to the focused recruitment of the Occupational Health Nursing specialty rather than the general community nursing group. Nevertheless, action plans related to this classification have been developed.

UPDATE:

No Change

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

As illustrated in Profile 1.1, positions within the Personnel Services Department are well represented in the categories of females, visible minorities and the disabled. Moreover, these categories of representation have increased since the previous workforce survey in 1989 November. Currently only one permanent employee is on Long Term Disability and will be accommodated into a suitable vacancy contingent upon medical advice. Specific action plans have been prepared nonetheless to address unrepresented classifications within the department (eg. nurses) and female representation amongst the managers (S.O.C. 1136). It should be noted that the latter group however, is a smaller population (n=5). Moreover, attrition is low and no retirements are imminent. The department will also address the recruitment of aboriginals for any potential vacancies. Specific action plans for all three initiatives are noted in Exhibits W1, VM1 and A1.

PROGRESS: The one L.T.D. employee has not yet been placed, but it is anticipated that this will be resolved within the next year. **ONGOING**

Other specific initiatives within the department are noted as follows:

(a) The Data Centre and the Employment Services Division will continue to liaise with the Equal Employment Opportunity Division in disseminating workforce surveys to all new employees and providing workforce snapshots including the application of S.O.C. codes. Responsibility: Manager, Wage & Salary Division, and Equal Employment Opportunity Coordinator. Timeframe: ongoing.

PROGRESS: The Compensation Division's Data Centre assisted with two workforce surveys and provided assistance to operating departments in revising S.O.C. code applications. New funds were set aside in 1991 for the redevelopment of the Automated Workforce Analysis and Reporting for Equity (A.W.A.R.E.) system which is to function from the Equal Employment Opportunity Division. Both the Data Centre and Employment and Health Services Division have representation on this development team.

PROGRESS: (con't) Additionally, Employment and Health Services took the following steps to improve accuracy in response on the surveys: conducting an information and instruction session for the survey administrators; suggesting revision of survey wording and layout to Equal Employment Opportunity Division; and re-surveying individuals (i.e. STEP and SEED employees). ONGOING

(b) The Employment Services Division in conjunction with the Equal Employment Opportunity Division will publish a joint pamphlet regarding Employment Information to be printed in six languages. **Responsibility**: Manager, Employment Services and Equal Employment Opportunity Coordinator. **Timeframe**: 1990 December.

PROGRESS: The Employment and Health Services Division and the Equal Employment Opportunity Division worked together to publish the pamphlet "The City of Calgary Information for Job Applicants". Upon review, it was decided to publish the pamphlet in English only. This has been **COMPLETED** and the pamphlet is now in use.

(c) The Employment Services Division in conjunction with the Equal Employment Opportunity Division will continue to participate in Municipal Involvement Week (piloted in April 1990), whereby the City of Calgary markets municipal career opportunities and emphasizes the Corporation's Equal Opportunity values to high school students. **Responsibility**: Manager, Employment Services and Equal Employment Opportunity Coordinator. **Timeframe**: ongoing.

PROGRESS: Employment and Health Services Division participated in the 1991 Municipal Involvement Week. Six separate sessions were held and pre- and post-session surveys were administered to 267 students. These surveys showed a more positive post-session attitude towards Municipal Government Careers and Employment Equity. ONGOING

(d) The Employment Services Division in conjunction with the Equal Employment Opportunity Division will continue to remain apprised of developments regarding the Provincial Government's "Stepping Stones" Program for promotion within the Corporation. **Responsibility**: Manager, Employment Services and Equal Employment Opportunity Coordinator. Timeframe: on-going.

ONGOING MONITORING.

(e) The Employment Services Division will continue to maximize federal/provincial grant monies available for work experience. In 1990, the Employment Services Division secured funding for approximately 200 individuals to participate in this program. Of this group who participated in the July workforce survey, a number of designated groups were identified as follows:

Women	53%
Aboriginals	10%
Visible Minorities	15.5%
Persons with Disabilities	4.5%

Work experience staff will be re-surveyed on an on-going basis. Responsibility: Manager, Employment Services. Timeframe: on-going.

PROGRESS: Federal and provincial grant monies were reduced significantly in the last year. In 1991, funding was only available to hire approximately 168 individuals. Of this group who participated in the 1991 July workforce survey, the following designated groups were represented:

Women	59%
Aboriginals	7%
Visible Minorities	20%
Persons with Disabilities	8%

Although it is possible that there will be additional future reductions, efforts will be made to secure as much funding as possible. Recently, the City of Calgary went on record with the Alberta Urban Municipalities Association objecting to the reduction of the S.T.E.P./S.E.E.D. funds. ONGOING

(f) The Employment Services Division in conjunction with the Equal Employment Opportunity Division will investigate and inventorize unpaid work experience opportunities through educational institutions and community groups. Responsibility: Manager, Employment Services and Equal Employment Opportunity Coordinator. Timeframe: 1990 November (agency inventory and dissemination of information to operating departments). Thereafter on-going promotion of the program will occur.

PROGRESS: Unpaid work experience programs have been inventoried by agency and program. Inventories have been distributed to operating departments and the resulting placements have been categorized for the 1990 July 15 to 1991 July 15 period. Summary of the statistics for this period:

	FEMALES	VISIBLE MINORITIES	ABORIGINAL	PERSONS WITH DISABILITIES	MALE	TOTAL
CORPORATION	30	9	7	1	29	59
PERSONNEL SERVICES	3	1	0	0	0	4

Promotion of the programs and updates of the inventory are **ONGOING.**

(g) The Human Resource Development Division will provide a Career Counselling program specifically targeted towards designated group members. Responsibility: Manager, Human Resource Development Division. Timeframe: 1990 December.

PROGRESS: The development of career counselling programs specifically focusing on women is currently being reassessed, largely as a result of the 1990 Corporate Attitude Survey which indicated that members of designated groups, in general, viewed their promotional opportunities as similar to those of the remainder of the Corporation. Revised Timeframe: 1992 December

(h) The Personnel Services Department will continue to review all pre-employment tests to ensure that they are free from any gender or cultural bias. The Employment Services Division will also continue to solicit formal feedback regarding on-the-job skill performance of secretarial/clerical staff who have participated in job-related skill testing. Responsibility: Manager, Employment Services Division. Timeframe: on-going.

PROGRESS: Additionally, all tests are made accessible to Persons with Disabilities by adapting testing procedures. For example, the Employment and Health Services Division has adapted the existing secretarial/clerical testing program by verbally testing a visually impaired individual. **ONGOING**

NEW DEPARTMENTAL INITIATIVES AND ADDITIONAL ACTIONS TAKEN

i) The Labour Relations and Safety Division utilized two employees who were returned to work from L.T.D. for a rehabilitative assignment.

j) The Human Resource Development Division has responded on an as required basis to departments wishing to conduct job competency analysis. This form of reliability testing is predicated on examining dimensions of successful employees within a specific work group. This information is then used to assist in the design of appropriate recruitment and selection strategies, the development and refinement of performance appraisal systems, and the assessment and design of training programs. **ONGOING**

k) The Employment and Health Services Division continues to actively coordinate and liaise with the Equal Employment Opportunity Division. Accomplishments in this regard include: providing an orientation opportunity for Equal Employment Opportunity's new Employment Equity trainer; documenting skill shortages as a resource within the corporation for use in outreach and Employment Equity training; providing statistics on the positions that were filled by external candidates in the preceding three years; and assisting in the development of a system whereby the Equal Employment Opportunity Division may be notified of the posting of targeted positions. **ONGOING**

l) The Employment and Health Services Division worked in conjunction with the Equal Employment Opportunity Division to formalize and actively promote and convey the process for providing organizations representing designated groups with accurate, updated information regarding City employment opportunities. Numerous organizations were visited in person and surveyed as to whether they would like to participate. Those that expressed interest were sent a letter explaining the distribution process whereby they could collect the postings weekly. The program has been successfully implemented and is now being maintained by the Employment and Health Services Division. **ONGOING**

m) The Employment and Health Services Division worked in conjunction with the Equal Employment Opportunity Division to provide an opportunity for designated group members to develop their interviewing skills through participation in the Corporation's Targeted Selection training. The groups were visited, the parameters of the program were discussed, and those that expressed interest were sent a schedule of the sessions and copies of the "mock" job descriptions. Interested individuals called a centralized contact in Employment Services to determine their suitability and schedule a date. The program was quite successful, with approximately 70 designated group members participating in this program from July 1990 to July 1991. **ONGOING**

n) The Employment and Health Services Division and the Equal Employment Opportunity Division distributed a letter that actively encouraged departments to include the participation of an Employment Consultant or Process Champion specifically when interviewing for targeted positions (whenever possible). This provides for more employment equity expertise and awareness on the selection panel as well as ongoing education of other panel members and prevention of potential problems. **ONGOING**

o) The Employment and Health Services Division consulted with the Equal Employment Opportunity Division to ensure that the new employee orientation video portrayed the City of Calgary as an equitable employer.

p) In 1991 January, the Employment and Health Services Division created a summary extract of all departments' initiatives for Aboriginal People and Persons with Disabilities. This document has been utilized by Employment Consultants and the Equal Employment Opportunity Division.

1.5 COST AND RESOURCE IMPLICATIONS

Departmental and Corporate Initiatives

a) 1990 July to 1991 July

The associated costs and resource requirements were absorbed by the departmental budget. However, it is possible to itemize the following items separately:

TRAINING

Employment Equity Conferences/Seminars	$2,135.

MATERIALS

Printing Costs (Work Experience Directory)	$ 285.
Publications Purchased	$ 25.

TIME

Human Resource Development Division (Employment Equity course development, Corporate Attitude Survey, etc.)	1,135 hours
Employment and Health Services Division (Process Champion, E.E.O.D. liaison, counselling designated group members, committee representation, etc.)	585 hours
Labour Relations and Safety Division (Two L.T.D. placements, Family Leave clauses, and Letter of Agreement re: L.T.D. placement proposal)	50 hours
Compensation Division (Workforce surveys, revising S.O.C. codes, Qualifications Task Force, etc.)	280 hours
TOTAL	2,050 hours

b) Projected, 1991 July to 1992 July

The costs and resource requirements will be absorbed in the departmental budget and it is estimated that they will be the same as in the previous year with the exception of the time requirements for staff to attend the new Employment Equity Training. Employment Equity training will involve all departmental staff (77 individuals), totalling 550 hours of staff time.

2.0 IDENTIFIED CORPORATE INITIATIVES

As referenced in the 1990 April 17, Commissioner's Report to Community Services Committee Re: Employment Equity Progress Report, the Personnel Services Department is responsible for a variety of Corporate programs and activities directly related to strategic employment equity initiatives. These initiatives include:

(a) The Human Resources Development Division is currently enhancing the Corporate Training Calendar to include career opportunities for City employees and expanding its internal distribution. As well, in future, the calendar will encompass specific departmental training programs available within the corporation. Responsibility: Manager, Human Resources Development Division. Timeframe: 1991 June.

PROGRESS: The Corporate Training Calendar has been enhanced to better inform employees of developmental opportunities and distribution is targeted for 1991 September/October. Timeframe: 1991 December

(b) The Human Resources Development Division has incorporated a new section of the Corporate Attitude Survey surrounding promotional opportunities as well as training and development opportunities for designated group members. The results of on-going survey feedback will be communicated to Department Heads for possible inclusion in their departmental Employment Equity Action Plans. Responsibility: Manager, Human Resources Development Division. Timeframe: on-going.

PROGRESS: Information pertaining to attitudes of the designated groups was compiled and presented to several audiences. Composite results were presented in a LINK article to all corporate staff. Over 35 requests for specific information were received. Fourteen departments (including some department heads) received written and verbal presentations pertinent to their area, and finally, several smaller groups received information relating to their areas of responsibility. **ONGOING**

(c) The Human Resource Development Division in conjunction with the Equal Employment Opportunity Division is developing Employment Equity Training Programs for civic employees. Responsibility: Manager, Human Resource Development Division and Equal Employment Opportunity Coordinator. Timeframe: 1990 December (for course development). Implementation targeted for 1991 and on-going promotion.

PROGRESS: The Human Resource Development Division worked in cooperation with the Equal Employment Opportunity Division for several months to develop a corporate Employment Equity Training Program. This program is planned for implementation in September. Also, both the Human Resource Development Division and the Employment and Health Services Division had staff nominated and selected to be facilitators for this program. These two individuals are presently receiving training and assisting with the refinement of the training package. **ONGOING**

(d) The Human Resource Development Division will continue to coordinate and promote the Corporation's Academic Upgrading Program for City employees. Responsibility: Manager, Human Resource Development Division. Timeframe: on-going.

PROGRESS: Since its inception in 1988, the Corporation's Academic Upgrading Program has provided upgrading opportunities to 315 participating employees, with a completion rate of approximately 25%. In the 1990/91 Academic Year, 32 employees participated, with nine individuals completing their programs. In addition, the Human Resource Development Division recently assisted the Planning and Building Department in providing English as a Second Language training to their employees. Finally, the division, in association with the Alberta Vocational Centre, also sought and obtained new funding for the Corporation's Academic Upgrading Program. **ONGOING**

(e) The Employment Services Division in conjunction with the Equal Employment Opportunity division will continue to offer support and assistance to designated group members throughout the recruitment process as well as advice and consultation to operating departments. Responsibility: Manager, Employment Services Division and Equal Employment Opportunity Coordinator. Timeframe: on-going.

PROGRESS: The Employment and Health Services Division continues to meet with applicants on an ad-hoc basis regarding employment inquiries. Larger group presentations were made to designated group members from the C.N.I.B. and Calgary Catholic Immigration Society. Also, the division continues to work on an ongoing basis to provide advice and assistance to the operating departments. **ONGOING**

(f) The Employment Services Division will continue to investigate job sharing opportunities within the various bargaining units subject (where applicable) to the terms and conditions of collective agreements. As well, no additional costs should be incurred to the Corporation including the Civic Employees' Benefit Society. Responsibility: Manager, Employment Services. Timeframe: December 1991.

PROGRESS: A major report on job sharing was prepared by Employment and Health Services Division. This report is currently under review and will serve as a guideline in developing a corporate approach towards job sharing. **ONGOING**

(g) The Employment Services Division will promote Workforce Survey participation by T.E.S.A. staff (note in 1.1 the 29.41% response rate) by requesting that new staff participate at the time of their appointment to the agency. Increased participation will insure greater accuracy in the reflected participation of designated group members. Responsibility: Manager, Employment Services. Timeframe: on-going.

PROGRESS: The response rate was increased to 90% by employing a more formalized and systematic approach to surveying new staff. T.E.S.A. will attempt to maintain this high response rate. **ONGOING**

ADDITIONAL ACTIONS TAKEN

h) The Labour Relations and Safety Division participated with two unions in adapting the general leave of absence clause to provide for Family leave specifically. This allows for time off to care for ill or elderly family members.

Signed: WE Blackwell
W.E. Blackwell, Director

Signed:
B. Ordman, Process Champion

EXHIBIT W1
PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: PERSONNEL SERVICES
DESIGNATED GROUP: WOMEN

SOC Code SOC Occupational Group City Title	"1990" # in Position	"1991" # in Position	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Results	Revised Goal	Comments
			#	%	#	%					
1136 Personnel and Industrial Relations Management City Titles: Manager, Employment and Health Services Manager, Labour Relations Manager of Human Resources Development Manager, Compensation	5	4	1	20	1	25	40.8%	(+1) or 40% by 1993	Decrease in number of managers resulted in increased representation (now 25%)	N/A	

EXHIBIT VM1
PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: PERSONNEL SERVICES
DESIGNATED GROUP: VISIBLE MINORITIES

SOC Code SOC Occupational Group City Title	"1990" # in Position	"1991" # in Position	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Results	Revised Goal	Comments
			#	%	#	%					
3131 Nursing, Registered, Graduate & Nurses-in-Training City Title: Senior Occupational Health Nurse Occupational Health Nurse	10	6	0	0	0	0	8.7%	(+1) or 5% by 1993	No change	(+1) or 16.7 % by 1993	Actions/ Responsibilities unchanged

EXHIBIT A1
PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: PERSONNEL SERVICES
DESIGNATED GROUP: ABORIGINAL PEOPLE

SOC Code SOC Occupational Group City Title	"1990" # in Position	"1991" # in Position	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Results	Revised Goal	Comments
			#	%	#	%					
All SOC Codes All department job titles	81	77	0	0	1	1.3	2% (Average of Calgary CMA data in largest departmental SOC codes, 1174 and 4111)	(+2) or 2% by 1993	One designated group member was hired, increasing representation to 1.3%.	(+1) or 2.6% by 1993	Actions/ Responsibilities unchanged

EXHIBIT A2
PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: T.E.S.A. (PERSONNEL SERVICES)
DESIGNATED GROUP: ABORIGINAL PEOPLE

SOC Code SOC Occupational Group City Title	"1990" # in Position	"1991" # in Position	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Results	Revised Goal	Comments
			#	%	#	%					
4111 Secretaries & Stenographers City Titles: Too numerous to list	N/A	78	N/A		0	0	2.0%	N/A	N/A	(+1) or 1.5% by 1993	NEW GOAL AS OF 1991 JULY 15 Unable to compare 1990 data due to the difference in response rates

1. Actions

   - Outreach Recruitment
   - Alternative Advertising

2. Responsibilities

   - T.E.S.A. Administrator
   - Division Manager

EXHIBIT PD2
PROGRESS REPORT ON GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: T.E.S.A. (PERSONNEL SERVICES)
DESIGNATED GROUP: PERSONS WITH DISABILITIES

SOC Code SOC Occupational Group City Title	"1990" # in Position	"1991" # in Position	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Results	Revised Goal	Comments
			#	%	#	%					
4111 Secretaries & Stenographers City Titles: Too numerous to list	N/A	78	N/A		0	0	*	N/A	N/A	(+3) or 4% by 1993	NEW GOAL AS OF 1991 JULY 15 Unable to compare 1990 data due to difference in response rates

1. Actions

   - Outreach Recruitment
   - examine current list of disabled City employees before recruiting new T.E.S.A. staff externally

2. Responsibilities

   - T.E.S.A. Administrator
   - Division Manager

* NO DATA AVAILABLE

PLANNING & BUILDING

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: Planning & Building Department

MISSION: The mission of the Planning & Building Department is to administer and enforce Provincial and Municipal legislation which is related to planning development and construction within the city, and advise City Council on matters of policy within that framework.

1.1 PROFILE:

Total number of survey respondents: 279 (1990) 274 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	4	4	3	3	7	7	2.51%	2.55%
Visible Minorities	21	21	9	9	30	30	10.75%	10.95%
Persons with Disabilities	7	6	3	3	10	9	3.58%	3.28%
Total number of employees:	171	173	118	108	289	281	40.83% female	38.43% female
Number of permanent employees					239	234	82.70%	83.27%
Number of seasonal/limited term employees					49	46	17.00%	16.37%
Number of special category employees					1		.03%	--

1.2 SITUATION (INTERNAL)

1. Low turnover rate, 2.1% in 1987, 2.0% in 1988, 4.0% in 1989, **3.7% in June 1990 - June 1991**. Since 1987 only 26 permanent staff have either retired or resigned.

2. Retirements are expected to be approximately one to two a year over the next 3 years. Most retirements will occur in the Building Regulations Division.

3. Two **(now three)** persons are currently on Long Term Disability. One person has been on LTD since March of 1982 and at present is considered medically unfit to work. The second person went on LTD January 11, 1990 and the situation is still being monitored.

4. Local 38 positions are almost exclusively filled from the pool of staff currently on staff either within the Department or the Corporation at large. Internal staff are interested in applying for positions because of the level of the jobs and the good reputation the Department has as a place to work.

5. Richard Parker, Director, is also the Job Family Head for the Planning & Architecture Positions. The following is a list of positions and corresponding departments:

DEPARTMENT	WORKING TITLE	TALLY
Engineering Department	Staff Architect	1
Land Department	Manager, Housing & Community Renewal Land Development Planner Land Coordinator Housing Development Coordinator	4
Parks & Recreation Department	Supervisor, Planning Section Supervisor, Design & Development	2
Planning & Building Department	Manager, City and Community Planning Manager, Development & Land Use Manager, Downtown Planning Senior Development Officer Senior Planner, Amendments Section Head/Development Officer Senior Subdivision Officer Subdivision Officer Senior Planners (9) Senior Design Planner Plus 15 Coordinator Development Agreement Administrator Planners (14) Urban Design Architect Secretary, Development Appeal Board	36
Transportation Department	Coordinator, Transit Planning Transit Planners (3) Senior Transportation Planner Transportation Planners (2) Senior Community Relations Coordinators (3)	10
	TOTAL TALLY	53

This item on positions under the Planning and Architecture job family will not be elaborated on in future progress reports, as it only provides a listing of the various departments and positions under the direction of Richard Parker as Job Family Head for the Planning and Architecture family. The information does not directly relate to Employment Equity.

1991 UPDATE

A short-lived corporation-wide hiring freeze had a limited, temporary impact, which caused the cancellation of a competition for a Planner that never resumed. Other than this, there have been no critical changes, additions, or deletions to the original information noted above.

Six persons are currently on Long Term Disability.

1.3 SITUATION (EXTERNAL)

1. The nature of the Department's work means there are almost no entry level positions. Therefore any external candidate will normally be competing with existing Union staff for vacancies. There are some entry level Planner positions but they require professional qualifications.

2. The Building Regulations Division's experience in hiring Building Inspectors reflects the CEIC Comparisons - 1986 Census for Calgary. When positions are posted and there are no internal Union staff that meet the qualifications, the external candidates tend to come from the trades. In the past this has been a traditional male occupation.

   Candidates who apply for positions, after receiving training at the Southern Alberta Institute of Technology (SAIT) programs, are also male. There are women enroled in the program but on graduation they have tended to go to firms where they can do pure drafting rather than gain field knowledge in the trades, which is one of the Department's requirements.

   Using the past six competitions (1987 to July 1990) as a benchmark, only one woman applied and she was not qualified as she had a strictly drafting orientation with no trades experience.

3. In the Planning field, male applicants have applied in a slightly higher ratio than women but our recent hire statistics show our hire ratio to be higher than the 35% CEIC comparisons.

Statistics from the University of Calgary show that 1991 graduates will have a slightly higher ratio of men to women in the planning faculty, but generally registration in planning schools is evenly split between men and women.

New graduates also have difficulty entering the work force because of their lack of work experience. The Department has recently established an entry level Planner position, which should assist these individuals and over time lead to equal representation of the sexes in this category.

4. One area where the changing demographics of Calgary has been noted is the increasing number of visible minority students registered in the Secretarial Arts Program offered at SAIT.

1991 UPDATE

1. The City-wide staffing freeze has already been mentioned above as a contributing factor to our staffing slowdowns.

2. In addition to the freeze, the recession has had a noticeable effect. Due to the recession, there has been a substantial drop in activity in the construction and development industries, and we have correspondingly terminated the employment of Limited Term staff as their terms came to an end at the end of 1990. Furthermore, we have limited our staffing to keep in line with our staff cap of 260.5.

3. Following the closure of Mount Royal College's program in Planning, we have lost a local source of candidates for entry level planning technician positions and are now using NAIT as a replacement source. Although we have not held any competitions which would require/attract NAIT graduates, we believe that the geographic distance between Edmonton and Calgary and financial costs to a NAIT graduate might inhibit graduates from considering a move to Calgary.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. The Department will conduct a building accessibility study and prepare an action plan, with budget implications. The study will include our two office locations. Our targeted timetable will be for 1992/93 construction on any necessary changes.

   The Department chairs the Disabled Access Review Committee and the Architectural Barriers Committee. We will use the knowledge of these Committees for the review.

   RESPONSIBILITY: Manager, Building Regulations

PROGRESS

The Department has recently received an HRD consultant's report regarding the redesign of our customer service counters. As part of the redesign, the counters will be constructed to be wheelchair accessible. Since our north office is leased from another organization, we do not have the option to redesign the facilities.

In addition to the above, the Department hired an architecture summer student to revise, edit, and re-design the Disabled Access Review Guidelines manual during summer 1991.

2. All staff involved in an interview situation are made aware of applicable human rights legislation by participating in Targeted Selection Workshops (TSW). Refresher and new targeted selection sessions are being set up in late 1990 and 1991.

RESPONSIBILITY:

- Managers (choosing appropriate staff to attend)
- Employee Relations Analyst to coordinate with Human Resources Development Division

PROGRESS

Eighteen supervisory/management level staff responsible for hiring have completed the 3 day course and others are wait-listed to attend. We have been offered "short notice" opportunities by the Personnel Department to send other participants, but notice has often been so short that employees have not been able to attend, because of prior commitments. As our supervisory group consists of about 40, nearly half have taken the basic course while nearly one quarter (9) have taken the update program. We will continue to send staff on TSW as slots become available.

3. Include designated group members on the interview team, where appropriate.

RESPONSIBILITY: Managers (assigning interview team)

PROGRESS

Of the approximately 20 competitions held between July 1990 and July 1991, women employees participated in 55% of the interview panels, while visible minorities were on 10% of the interview teams. Frequently, the Process Champion participated as the TSW-trained interviewer on numerous interview panels.

4. Provide awareness sessions for Managers on topics such as managing in an employment equity environment, communications, and race relations in the work place.

Our Department involvement will be on-going in coordination with the corporate initiatives being undertaken by the EEO and HRD Divisions.

RESPONSIBILITY:

- Managers to attend
- Employee Relations Analyst to coordinate with the EEO Division and HRD Division

PROGRESS

To date, we are not aware of any corporate initiative being taken in this area and have not initiated any departmental actions. We will take action when the corporate level does.

5. Provide relevant employment equity training and cross-cultural sensitization to the general staff. This initiative will begin in 1991 and will be part of an overall City initiative.

This relates to our commitment to customer service, where we have recognized the need for improving service to a diverse public.

RESPONSIBILITY:

Employee Relations Analyst to coordinate with the EEO Division and HRD Division to incorporate the Corporate initiatives.

PROGRESS

As of April, the Department's Process Champion has been assigned corporate responsibility as an Employment Equity Facilitator and will be co-facilitating 8 days of management/supervisory EE training seminars in November, 1991. As of July, 1991, our process champion's involvement with corporate EE included the following:

- 6 days of classroom training.
- 13.5 hours of weekly/biweekly EE Trainers' meetings.
- A presentation to the EE Trainers on our flextime pilot.
- Arrangement of a presentation on the Disabled Access Review Committee by the responsible Development Officer.

Planning & Building has also provided graphics service for the design, preparation, and production of the overheads package to be used as part of the management level EE seminars.

6. When establishing a new job or reviewing a PAQ be diligent about using guidelines related to legality, adverse impact, job-relatedness and business necessity.

   RESPONSIBILITY:

   - Managers, senior staff involved
   - Employee Relations Analyst and Personnel Consultant as back-up assistance
   - Qualifications Task Force, Compensation Division

PROGRESS

The Process Champion reviews all PAQs before sending them to Personnel for evaluation to ensure legality, reduced adverse impact, job relatedness, and business necessity. As a small-scale EE initiative, the Department has created 2 permanent part-time Microfilm and Divisional Clerk positions from what was formerly one position. The Department also provided the Qualifications Task Force on Entry Level Qualifications with its written comments on entry level positions for job families which exist in the Department.

7. Increase the degree of participation of staff who visit various levels of educational institutions to encourage students to view Planning and Building as a career source.

   Use other sources when advertising for staff to fill vacant positions, in conjunction with Local 38 Agreement and Corporate initiatives.

   RESPONSIBILITY:

   - Management Team
   - Employee Relations Analyst and Employment and Health Services Division when posting vacant positions
   - EEO Division for advice and information on Corporate initiatives

PROGRESS

Due to a shortage of available staff to participate in school visits, we have not been able to undertake a structured outreach program and do not expect this situation will change for the remainder of 1991.

8. One action (flowing from the 1987 Corporate Values process) was the adoption of a comprehensive Training Policy for all staff, which encourages access to training related to both their current and other jobs in the Department and Corporation. Also, as part of the Staff Development Review process, the training policy considers staff's career aspirations.

a. Ensure the Training Policy criteria are being consistently practised throughout the Department.

RESPONSIBILITY: Employee Relations Analyst

PROGRESS

The Department has made an effort to ensure that professional and non-professional staff has an opportunity to attend conferences and courses appropriate for their current positions and/or future development. During 1991 many more clerical/technical staff have attended courses than in previous years, partly in response to the increased computerization of our operations. For example, in 1989, 37 clerical and technical employees attended 56 external courses and conferences while in 1990-91, 72 staff participated in 128 external courses and conferences. The 1990-91 figures represent a 94% increase in employee participation and a two-fold (2.28 times) increase in seminars and conferences attended.

b. Evaluate the training programs staff are interested in but which are not necessarily related to their current jobs. Also, consider ways of making this type of information known to the entire staff.

RESPONSIBILITY: Employee Relations Analyst and Management Team

PROGRESS

All staff received copies of non-technical course brochures (i.e. "soft skills" training) available from Personnel, Engineering and the Electric System in February. The Process Champion made arrangements with Engineering and the Electric System for Planning & Building staff to fill any vacant slots not filled by their staff. Due to other commitments, the Process Champion has not conducted a more detailed evaluation of training needs.

Through the Alberta Vocational College, an "English in the Workplace" program (valued at $10,000 worth of free training) was successfully implemented for 8 participants in the Building Regulations and Planning Services Divisions. This program was designed to enhance the English speaking and writing skills of non-native born Canadians, whose first language is not English. The participants were a mix of men and women from Eastern Europe, the Far and Middle East.

c. Be more proactive in assisting employees to identify skills, career goals and in-house advancement opportunities. Ensure all supervisory staff include this component in the Staff Development Review process.

RESPONSIBILITY: Appropriate Supervisors with assistance from the Employee Relations Analyst and HRD Division

PROGRESS

The Department is informally working on identifying employee skills, career goals and advancement opportunities primarily through supervisor-employee discussions during Staff Development reviews.

d. Ensure that interested staff have access to career counselling programs which would provide advice and assistance.

RESPONSIBILITY: Appropriate supervisors with assistance from the Employee Relations Analyst and HRD Division

PROGRESS

On request, the Process Champion has advised any interested staff of local career counselling services and of the Human Resource Development Division's training literature bank. The Process Champion is also a member of an interdepartmental "swat team" (Assessment, Tax, and License; Electric System; Engineering) which has "commissioned" the design of a 1 day seminar entitled "Pre-Supervisory Workshop". This seminar is intended to provide non-supervisory staff with an overview of supervisory skills and tasks, prior to considering a move into a supervisory role.

The Department's Information Centre also contains articles and brochures on training and development opportunities, to which staff has full access. The Process Champion also provides information on request regarding career counselling services in the Calgary area, so that employees can make direct contacts with counselling firms.

e. Investigate the possibility of establishing links between jobs through career pathing and tie these to relevant training programs (internal/external sources) to provide upward mobility for all occupational groupings.

RESPONSIBILITY: Management Team, Employee Relations Analyst and HRD Division

PROGRESS

Some informal career pathing opportunities have been provided through relief assignments such as rotation of various divisional secretaries into the Director's Secretary position, the assignment of a library technician to acting Supervisor, Records Centre and rotation of Building Regulations staff through the Building Regulations Control Officer position, following the incumbent's retirement and prior to filling the position permanently.

9. During the Planning & Building Department's Corporate Value process it also became apparent that the melding of job and family life was very important to our staff and this melding could also impact our ability to attract designated group applicants. There are some initiatives our Department has the authority to carry out and others may require revisions to Corporate Personnel Policy. The following initiatives will be carried out over the next 3 years.

   a. Formulation of policy re flextime by end of 1990.

   RESPONSIBILITY: Management Team

PROGRESS

The Department has been very successful with this objective, as it not only established a policy and procedures by February, 1991 but also implemented a 3 month pilot project which took effect as of March 4, 1991. As of April, 1991, 55% of staff were participating in flextime. Extended for another 5 months at the end of May 1991, our flextime project has attracted extensive curiosity from other city groups.

This project has had numerous benefits for many employees and has received positive comments in particular from women employees with childcare responsibilities. The results of this project will be fully documented through customer, employee and supervisory questionnaires and evaluated in the Fall, 1991.

b. Increase the availability and awareness of different leave/pay arrangements which allow staff significant time off to pursue further training, meet family obligations or simply broaden their horizons.

RESPONSIBILITY: Corporate Personnel (Policy)

PROGRESS

With the Corporate implementation of a self-funded leave of absence program, this initiative has been partially accomplished. There has been some interest amongst a few employees in participating in this program.

c. In concert with corporate initiatives, investigate a more flexible job-sharing process.

RESPONSIBILITY: Management Team and interested staff to prepare proposals. Also Corporate Personnel Policy initiatives are needed to make the present situation more flexible.

PROGRESS

As a Departmental initiative, Planning & Building created two permanent part-time clerical positions from a position previously occupied by one incumbent. This division of jobs was done to accommodate the employee's need for financial resources upon her return to school to upgrade her skills and career opportunities.

The Department also devised a one year part-time arrangement for a female employee, following the birth of her twins. In addition to the retention of a valued employee, the Department was able to create an additional Limited Term position, due to the salary savings accrued through the part-time arrangement.

d. During the summer of 1989, the Department hired a visually impaired person who needed special computer equipment. At the time, the Corporation was unable to supply the necessary equipment so arrangements were made for the person to work from home using his own computer equipment.

RESPONSIBILITY: When the need arises, appropriate staff will be involved.

We will endeavour to consider this type of special need situation when we are hiring new staff or with present staff where appropriate.

PROGRESS

No coordinated action has been required on this objective in 1990-91.

1.5 COST AND RESOURCE IMPLICATIONS

The major costs incurred by the Department for its Employment Equity Plan fall into 2 categories:

- **Administrative "overhead" time** required to create and compile the original Employment Equity Plan and report on annual progress, as well as meetings with management to obtain approval of the plan.

  During 1990-91, the Department's Process Champion and Management spent approximately 100 hours on the above.

- **Project time** spent on Employment Equity initiatives and objectives. The most salient and time consuming have been the flextime and corporate EE facilitator tasks.

  Flextime - Approximately 300 hours were spent by the Process Champion during 1990-91 on research, flextime team meetings, report writing/data analysis, presentations to Departmental management meetings and other meetings. Estimated time spent by Management on reviewing and approving the project, as well as time spent by the divisional flextime consultants on this project amounts to about 450 hours.

  Flextime Total: 750 hours

  EE Facilitator Training - Time spent on this project was noted under section 1.4, Objective 4, amounting to about 100 hours for the period ending July, 1991.

  Other Initiatives - Time spent on other initiatives mentioned in the plan (numbers 1, 2, 3, 5, 6, 7 and 8) by the Process Champion comes to approximately 70 hours.

  Please see the attached chart for further 1991 details.

	COST OF EMPLOYMENT EQUITY PROGRAM JULY 1990 TO JULY 1991	BUDGET RE: EE PROGRAM JULY 1991 - JULY 1992
TRAINING	No specific EE training was conducted.	EE seminars for managers and supervisors (15 hours x 40 staff) = 600 hours. EE seminars for employees (7 1/2 hours x 220) = 1,650 hours.
OUTREACH	Not applicable. Recruitment was conducted by posting and regular newspapers only, due to specialized nature of jobs.	Cannot be estimated, as we do not know what our recruitment needs will be.
MATERIALS	$50 for books on Employment Equity.	Monies will be spent as required — no expenditures have been identified at this time.
EQUIPMENT	Not applicable. No equipment/aids have been purchased.	No equipment purchases are projected at this time.
TIME	Process Champion's time (excluding Flextime project) was 170 hours. See page 13 for details.	Employment Equity Facilitator time is approximately 100 hours.
OTHER - PLEASE LIST	See page 13 for details regarding Flextime Project and other activities.	No EE conferences, seminars, or trips are planned for 1991-92.

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Participate in Corporate Initiatives dealing with:

   - job sharing and flextime;

   - employment equity and valuing diversity training workshops;

   - outreach to ethnic communities, native reserves, and schools to market employment opportunities within the department.

(Additions/Comments)

- Job Sharing & Flextime:

  As noted in this report, Planning & Building is interested in corporate initiatives covering job sharing. In the past, a few employees have shown an interest in job sharing arrangements and would probably step forward if a corporate program was available.

  On the subject of flextime, Planning & Building has clearly indicated its commitment to this concept by implementing a well-designed, practical program, which has elicited interest in other departments. We look forward to providing the Board of Commissioners with our pilot project evaluation in October, 1991.

- Employment Equity and Valuing Diversity Training Workshops:

  As noted in our report, Planning & Building has already demonstrated its commitment to Employment Equity by releasing its Process Champion to conduct management EE training seminars and supplying graphic design services to produce the seminar overheads package.

- Outreach to ethnic communities, native reserves, and schools to market employment opportunities within the Department:

  We welcome a coordinated approach to this issue by the EEOD and Employment and Health Services Division of Personnel, but are concerned that such actions as the Board's decision to reduce recruitment advertising by 30% could negatively impact the City's attempts to reach the target groups through the general media and target group-specific media.

Signed: ____________________
R.K. Parker
Director of Planning & Building

Signed: ____________________
R. Wrong
Process Champion

RMW/jmg
W-1(rpt)
91 10 03

EXHIBIT W1
PROGRESS REPORT ON GOALS AND TIMETABLES
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: PLANNING & BUILDING
DESIGNATED GROUP: WOMEN

SOC	"1990" # In Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1179* Occupations Related to Management & Administration (M/E)	20	21	6	33.3%	7	33.3%	44.6%	No goal set, due to specific professional qualifications requirement.	No major Change		Due to stability of staff in these positions, few opportunities for recruitment are available.
2157 Community Planners (25 M/E, 7 BU)	32	34	10	31.25%	10	29.41%	36%	No goal set, due to small deviation between our current and CMA percentages.	No major Change		Although the deviation between our current percentage and the CMA level has grown slightly, we have maintained the 1990 number of female planners.

* Due to redistribution of this category by the Personnel Data Centre, SOC 1179 (consisting of 14 employees, 12 men and 2 women) also includes SOC 1174 (1 woman), 2350 (1 woman), 4160 (1 woman), and 1131 (2 women out of 4 employees), totalling 21.

RMW/jmg
W-1(rpt)
91 10 03

EXHIBIT VM1
PROGRESS REPORT ON GOALS AND TIMETABLES
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: PLANNING & BUILDING
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # In Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
4113: Typists & Clerk Typists (BU)	9	9	0	0%	0	0%	9.9%	+1 or 11% by 1993	No Change		We may achieve this goal by 1993.
4197:* General Office Clerks (BU)	38	37 (See * Below)	2	3.7%	3	3.45% (Percentage Provided in July 15 Snapshot)	6.9%	+1 or 7.9% by 1993	No major change		Opportunities to recruit visible minority candidates may arise.

*Due to redistribution of this category by the Personnel Data Centre, SOC 4197 (consisting of 32 employees, one being a visible minority person) also includes SOC 4131 (3 employees, one being a visible minority person) and 4110 (2 employees, one being a visible minority person), totalling 37.

PUBLIC INFORMATION

1991
PROGRESS REPORT ON
EMPLOYMENT EQUITY ACTION PLAN

1.0 **DEPARTMENT:** Public Information

MISSION: The Public Information Department provides professional public relations and advertising services to City Council and City Departments, and information services to all citizens to enhance awareness and understanding between The Corporation and the citizens of Calgary.

1.1 **PROFILE:**

Total number of survey respondents: 50 (1990) 49 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	0	0	1	1	1	1	2.04	2.04
Visible Minorities	1	1	3	3	4	4	8.16	8.16
Persons with Disabilities	2	2	3	3	4	5	8.00	10.20
Total number of employees:	12	11	42	41	54	52	77.78	78.85
Number of permanent employees					43	45		
Number of seasonal/limited term employees					10	7		
Number of special category employees					1			

1.2 SITUATION (INTERNAL) - 1990 EEO Plan

1. The Public Information Department consists of three Divisions: Administration, Advertising and Public Relations and the Information Centre. There are forty-seven (47) permanent staff positions and ten (10) limited term/on-call positions. Limited term staff are employed between twenty (20) and two hundred (200) hours per year.

2. Variety of specialized positions in Department, however, they are related within the divisions.

3. Majority of Information Centre positions are hired within The City (Union), while the majority of Advertising and Public Relations positions are hired externally.

4. There are five (5) Management Exempt positions in the Department. Recent changes within the Management Exempt group have resulted in the promotion of a woman to a vacant Management Exempt position in September.

5. The Public Information Department Job Family has thirteen (13) Management Exempt positions outside the Department.

6. In 11 out of 13 codes SOC classifications the Department's representation of women is higher than CEIC Calgary Statistics. The exceptions are:

   - 1137 management occupations (only two positions in this category)
   - 4171 information clerks

7. Seven (7) City employees were redeployed into the Information Centre between 1987 and 1988. Four (4) men were redeployed to SOC 4171 which accounts for a higher than average representation of men in this job category.

8. There have been five (5) retirements since 1987. Retirements will decrease over the next three years and are expected to be one (1) by 1993.

9. There are forty-seven (47) permanent positions in the Department, as per the July 15 snapshot, four (4) positions were vacant.

10. Turnover rate, 7.9% in 1987, 23.5% in 1988 and 10.0% in 1989. High volume of activity continuously reacting to citizen and client requests and demands make it a somewhat stressful work environment.

11. Department has hired an employee with a disability who commenced September 17th.

12. No employees on LTD and WCB.

(1991 Internal Situation)

1. As of August 1991 there are five on-call staff working with plans to hire an additional five.

6. Department moved a number of positions to different SOC codes to better reflect staff responsibilities. The most significant change was placing all information clerks, referral specialists and their supervisors into SOC 2333:

   - 15 of the 16 positions in SOC 4171 were transferred to SOC 2333
   - the one position previously in SOC 2333 was transferred to SOC 1179

9. As per July 1991 snapshot, four positions were vacant.

10. Turnover rate has decreased, 8.10% in 1990, and 4.17% as of second quarter in 1991.

12. One employee on LTD, the position has been filled with a Limited Term placement.

1.3 SITUATION (EXTERNAL)

1. More women than men apply for position postings in our Department.

2. A review of statistics from local post secondary institutions indicate that the majority of graduates in the fields from which the Public Information Department hires are women (graduation summaries obtained from University of Calgary, Southern Alberta Institute of Technology and Mount Royal College.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Department Head will send a memo to all Public Information Department employees once plan accepted by Council informing staff of our Plan and inviting them to an information session on Employment Equity. **RESPONSIBILITY:** Department Head. **TIMEFRAME:** January, 1991

(Progress)

Information session not held, however, in December 1990, a memo regarding a number of Department issues which included EEO was sent to all Department employees along with a copy of our Department's EEO Plan.

2. New Employee Orientation program being developed by Department will incorporate the Department EEO Plan initiatives. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** January, 1991

(Progress)

Employee orientation program presently being developed, however, not yet complete. To be ready by January 1992.

3. Ensure all Department employees attend EEO awareness sessions coordinated by Personnel Services and EEO Division. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** December, 1991

(Progress)

Management Team and Supervisors and designated staff will attend Level I offered between September 1991 and June 1992.

4. Arrange for designated staff to attend Cross Cultural Education and training, as well as ensure management team and supervisors attend Race Relations (diversity management training. **RESPONSIBILITY:** Management Team. **TIMEFRAME:** June, 1992.

(Progress)

Management Team, Supervisors and designated staff will attend Cross Cultural Education and Race Relations as offered by EEO.

5. In conjunction with Personnel Services and EEO Division, outreach recruitment to be conducted as required to ensure qualified designated group members are applying in greater numbers. Department will specifically focus on SOC 4171. **RESPONSIBILITY:** Manager Information Centre. **TIMEFRAME:** Immediate and ongoing.

(Progress)

15 positions in SOC 4171 were transferred to SOC 2333. Positions have successfully been filled by qualified internal candidates.

6. When appropriate for position recruiting, advertise in ethnic newspapers and send information to designate group organizations. **RESPONSIBILITY:** Management Team. **TIMEFRAME:** Immediate and ongoing.

(Progress)

Positions in the Department have been filled by qualified internal applicants.

7. Ensure that a percentage of designate group applicants who meet minimum qualifications for the under-represented positions are interviewed (visible minority, aboriginal, disabled). **RESPONSIBILITY:** Management Team.

(Progress)

Through regular postings the Department has attracted and been successful in hiring designated group applicants.

8. Position Analysis Questionnaires (PAQ's) to be completed for all Department positions which have not had a PAQ completed or update since 1987. This will include reviewing all job entry requirements for any inflated qualifications. **RESPONSIBILITY:** Managers **TIMEFRAME:** Three (3) years.

(Progress)

Process is 80% complete.

9. Department supports the hiring of persons with disabilities and will continue to review positions that can be filled by individuals with disabilities. **RESPONSIBILITY:** Management Team.

(Progress)

Department continues to liaise with Benefits Division, Finance for integration of potential candidates for positions.

10. Department will review short term projects that can be considered by persons on LTD and WCB. **RESPONSIBILITY:** Management Team

(Progress)

Department hired two City employees on LTD.

11. Continue to participate in career days at educational institutions; work with EEO Division and Employment Services to participate in other visits as required. **RESPONSIBILITY:** Managers and Supervisors.

(Progress)

Department participates where appropriate at career days of organizations such as University of Calgary, Mount Royal College and Municipal Involvement Week.

12. Utilize Provincial and Federal funding grants for training/hiring target group members for specific job creation positions, such as S.T.E.P., P.E.P., and S.E.E.D. **RESPONSIBILITY:** Managers.

(Progress)

Department has utilized grants for two job creation programs:

30 summer student positions hired under the S.E.E.D. grant for the Vandalism Prevention Program. Of the 30 students, 16 were women and 2 were visible minorities.

One position over a three month period was hired for a work experience opportunity through the Calgary Academy.

13. Department Library will house material on EEO, cultural and race relations, and will actively seek such information. Staff will be informed of availability of material. **RESPONSIBILITY:** Process Champion.

(Progress)

Material on EEO is housed in binders as well as "Culturgrams" from 102 countries are available. Culturgrams are briefings to aid the understanding of and communication with people from other countries. They are published by Brigham Young University.

14. "LINK" editor will include articles on EEO, cultural and race relations to publish in newsletter as available. **RESPONSIBILITY:** "LINK" Editor and EEO Division.

(Progress)

In 1991 three issues of LINK were published containing articles related to EEO, cultural and race relations.

15. As the Department already hires practicum and Co-op students, efforts will be made to consider hiring qualified applicants from designate groups. **RESPONSIBILITY:** Managers.

(Progress)

Department has temporarily suspended the hiring of practicum and Co-op students due to the lack of AMPLE grant funding.

16. Department recently conducted an information session for P.I.D. employees with respect to a disabled employee about to join Department. Department will continue to conduct such sessions as required. **RESPONSIBILITY:** Management Team.

(Progress)

No additional sessions conducted or required at this time.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	Training for disabled employee hired in Department, September 1990.	10 staff will attend the two day Employment Equity workshop. Approximately 20 staff will attend the one day Employment Equity workshop.
Outreach		
Materials	Culturgrams on 102 countries from Brigham Young University are housed in Department.	Updates on Culturgrams will be ordered.
Equipment	Purchased by DPSD prior to July 1990. (IBM compatible PC and word processor, laser printer, JAWS package, various software)	
Time	Financial and Administrative Assistant spends 15 hours per month in supervision and training. Process Champion averages 8 hours per month.	Financial and Administrative Assistant will continue to spend 15 hours per month. Process Champion to spend approximately 8 hours per month.
Other - Please list		

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Corporate Display

   Department is assisting Personnel Services with the development of a Corporate display.

2. Promoting Employment Equity in Corporate Communications

   Department will participate on a subcommittee to explore the appropriate use of "bylines" on Corporate letterhead, envelopes, etc.

3. Employment Equity Concepts and Information

   Department has worked with EEO to develop guidelines with respect to Equity Communications (ensuring City staff are aware of our diverse workforce and in turn use the accepted current terminology in written and verbal communication, as well as videos, etc.)

4. Communication Issues

   Department liaises with Public Relations and Public Affairs Coordinators in The Corporation and monitors outgoing communications.

5. Recruitment and Advertising

   Department continues to assist Personnel Services and EEO where required.

Signed: ______________________
Hartvig Lauridsen
Acting Director

Signed: ______________________
Catherine Humeny
Process Champion

(DATE)
90/09/19

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: PUBLIC INFORMATION
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
SOC CODE: 4171 (Receptionists and Information Clerks) Working Title: Receptionists, Information Clerks, Referral Specialists	16	SOC now changed	0	0%			5.2%	+1 or 6.2% by 1993		# of staff in 4171 has been changed from 16 to 1. This goal no longer appropriate.	
(NEW GOALS) SOC CODE: 2333 (Occupations in Welfare and Community Services) Working Title: Information Clerks, Referral Specialists	N/A	21	0	0%	0	0%	6.7%			+1 or 4.5% by 1993	Positions in SOC's 4171, 4170 and 1179 changed after July 1990 snapshot: • 15 positions from 4171 • 3 positions from 4170 • 3 positions from 1179 for a total of 21 positions transferred to SOC 2333

PURCHASING & STORES

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: Purchasing and Stores Department

MISSION: To provide professional and efficient materials management and contract services to meet the needs of all City departments.

1.1 PROFILE:

Total number of survey respondents: 115 (1990) 127 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	2	2	0	1	2	3	1.74	2.36
Visible Minorities	4	4	4	2	8	6	6.96	4.72
Persons with Disabilities	8	7	0	1	8	8	6.96	6.30
Total number of employees: 131	91	100	27	31	118	131	22.88% female	23.66% female

	Total 1990	Total 1991		
Number of permanent employees	115	119		
Number of seasonal/limited term employees	3	12		
Number of special category employees	0	0		

1.2 SITUATION (INTERNAL)

1. The department currently has no employees on long term disability or Workers Compensation Board claims. In the event that this was to occur, the department would cooperate with any other organization or department to try and rehabilitate them back into the work force.

2. In 1988, our percent turnover change was 4.1%. In 1989 it was 3.8%. The change to June 1990 was 2.4%. Some growth positions in the target group are expected to occur within the next three year period with the addition of the Electric System South Service Centre Facility. The turnover rate will be further affected with a small number of retirements occurring in the next three year period.

3. The majority of positions in the department are above entry level status and filling of vacancies is handled in compliance with the existing bargaining union agreements. Presently within our department there are five unions represented.

4. A good representation of women have made purchasing a profession in the last number of years. The challenge now is to get them to the management level.

1.3 SITUATION (EXTERNAL)

1. Traditionally in the past, few women were enroled in the Journeyman Automotive Partsman apprenticeship program offered at SAIT from which the department might obtain its recruits. An increase of women to 15% has been noted in the fall 1990 program.

2. There are few entry level positions, therefore, any external candidates will normally be competing with existing union staff for vacancies.

3. Limited response has been received from women for entry level Journeyman Automotive Partsman positions. A much stronger response from women is received for our Inventory Control positions.

4. There has been a greater number of women choosing purchasing as a career. This will mean a greater selection of target group employees on future competitions.

5. There are few aboriginal people in the purchasing profession at this time.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Review the feasibility of establishing a trainee entry level position allowing under-qualified applicants to receive on-the-job training and development. **RESPONSIBILITY:** Division Managers, Process Champion. **TIMEFRAME:** To be completed by 1991 June.

(Progress)

Presently in the process of establishing a training position within the Stores area. Waiting for Union approval which is expected to come shortly. Completion is expected by 1991 October.

2. Ensure that a reasonable level of designated group applicants who met minimum qualifications for the under represented positions are interviewed. **RESPONSIBILITY:** Division Managers, Process Champion.

(Progress)

This is ongoing. Presently, any job postings for targeted positions are routed through the Process Champion prior to any interviews. Process Champion then screens the file for any possible designated group applicant who may have been missed for job interview. Process Champion attends interviews for targeted positions.

3. Priority Capital funding is provided from the furniture budget for the entire Corporation to retrofit work stations for departments that hire any disabled persons. **RESPONSIBILITY:** Division Managers.

(Progress)

Modified work station was purchased to accommodate a blind receptionist and seeing eye dog in the Public Information Department.

4. Provide awareness sessions for managers on topics such as managing in an employment equity environment, communications and race relations in the workplace. This will be an ongoing process with the Corporate initiatives being undertaken by the EEO and HRD Divisions. **RESPONSIBILITY:** Managers to attend, Process Champion to coordinate.

(Progress)

Sessions are planned for the fall of 1991.

5. Southern Alberta Institute of Technology to be contacted by the Corporation and the Department to see if we can work with them to try and promote more women into the Journeyman Automotive Partsman apprenticeship program. **RESPONSIBILITY:** Human Resources on Corporate Level, Process Champion on Department Level. **TIMEFRAME:** 1991 February.

(Progress)

Process Champion has contacted Southern Alberta Institute of Technology on two occasions to discuss the possibility of promoting more women into the Journeyman Automotive Partsman apprenticeship program. Assurance was given that they are promoting as much as is possible.

6. Continue to advertise externally for filling of vacancies. **RESPONSIBILITY:** Division Managers.

(Progress)

No vacant positions have occurred where external advertising would have benefited. Also Corporate budget was cut for external advertising.

7. To take a Corporate approach with the Alberta Institute of the Purchasing Management Association of Canada to have an outreach program to native people to make them aware of the purchasing profession. **RESPONSIBILITY:** Process Champion to Coordinate with EEO Division and HRD Division on Corporate Initiatives. **TIMEFRAME:** 1991 April.

(Progress)

Letter has been sent to the Alberta Chapter of the Purchasing Management Association of Canada. Requesting that they develop an outreach program for aboriginals.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	$500.00	13 Managers/Supervisors to attend two day EE workshop @ approximately $125.00/day. $3,250.00 (indirect cost)
Outreach		500.00
Materials		
Equipment		
Time	2,000.00	Approximately 150 hours of Process Champions time @ approximately $30.00/hour. $4,500.00 (direct cost)
Other - Please list		University of Lethbridge Career Days for Aboriginals 500.00

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Participate in Corporate Initiatives dealing with:
    - employment equity and valuing diversity training workshops;
    - outreach to native communities and schools to market employment opportunities within the department.

(Additions/Comments)

A coordinated and unified approach should be taken in contacting external organizations, as opposed to individual departments contacting external organizations themselves.

Signed: ______________________
J. B. Trahan, Director

Signed: ______________________
H. Selent, Process Champion

91/09/16

EXHIBIT A1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: PURCHASING AND STORES
DESIGNATED GROUP: ABORIGINAL

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS)											
1175 Purchasing Officers and Buyers (BU) Senior Buyers Buyers Buyer Assistants	18	21	0	0	0	0	3.1%	1 or 5% by 1993	No Change		

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: PURCHASING AND STORES
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(ORIGINAL GOALS)											
4155 Stock Clerks and Related Occupations (BU)	44	46	7	13.6%	6	13.04%	32.3%	2 or 20% by 1993	-1		Addition is due to two Limited Term positions required for summer help.
Inventory Control Analyst Journeyman/Partsman I Journeyman/Partsman II Storeman/Journeyman/Partsman Partsman											

EXHIBIT W2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: PURCHASING AND STORES
DESIGNATED GROUP: WOMEN

1179 Occupational Related to Management and Administration (ME) Coordinator Materials Management System Purchasing Officer Purchasing Admin. Officer Supervisor Inventory Control	5	7	1 20%	2 28.57%	44.6%	1 or 40% by 1993	+1		Addition of one position was due to reclassification, not growth. Other addition was due to staff member seconded to Union management.
9315 Material Handling Equipment Operators (BU) Senior Storekeeper Storekeeper Storeman	24	29	0 0%	0 0%	3.1%	1 or 4.16% by 1993	No Change		Addition is due to Limited Term positions and change in SOC code.

SOCIAL SERVICES

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: SOCIAL SERVICES

MISSION: To deliver to citizens of Calgary, selected social services in a professionally effective method and cost efficient manner, through the auspices of public or voluntary agencies.

1.1 PROFILE:

Total number of survey respondents: 266 (1990) 275 (1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	2	5	11	8	13	13	4.89	4.73
Visible Minorities	4	6	29	31	33	37	12.41	13.45
Persons with Disabilities	3	7	9	6	12	13	4.51	4.73
Total Number of Employees:	77	69	255	231	332	300	76% female	77% female
Number of permanent employees					159	165	47.9%	55%
Number of seasonal/limited term employees					79	66	23.8%	22%
Number of special category employees					94	69	28.3%	23%

1.2 SITUATION (INTERNAL)

1. Low turnover at the manager level with change in 1 of 6 positions in the past 5 years. The next Manager position vacancy not expected for approximately five years. At the administrative level, the Administrative Assistant position turnover occurs approximately every one to two years.

2. Numerous types of departmental positions including: managers, administration, outreach, community development, counselling, probation, social planning, research, clerical, service workers, childcare, and motor transport.

3. Females constitute 76.8% of department staff, while 100% of manager positions are presently held by Caucasian males.

4. A significant portion (23.8%) of the department's staff is seasonal or temporary.

5. In order to be considered for promotion to the supervisory level, it is necessary to upgrade to a MSW from the minimum entry level BSW degree.

6. The department may provide support for upgrading through funded leaves for full-time schooling; and by funding part-time courses and workshops.

7. The current Strategic Plan also addresses some of the areas identified in this Action Plan.

CHANGES:

1. Revisions were made to the SOC classifications for several positions. Specifically:

   * Senior Supervisory positions were added to the grouping 1132 'Management Occupations, Social Science and Related Fields'.
   * Positions originally classified in the 2331 ('Social Worker') and 2333 ('Occupations in Social Work and related fields') were reanalysed and subsequently categorized more specifically relative to the positions requiring or not requiring a professional designation.
   * The financial management positions were categorized separately from the Social Services Management positions.

(continued)

(continued)

Where these SOC classification revisions have had impact on the goals and timetables action plan, exhibit PD1, the affected SOC's are accompanied by "**".

2. The hiring freeze had marginal impact upon the overall internal situation.

1.3 SITUATION (EXTERNAL)

1. A general under-representation of women administrators across the social work profession, due to the existence of barriers and historical exclusion. (Chernesky, Rosalyn H. 1980 "Women Administrators in Social Work" in E. Norman and A. Moncuso Women's Issues and Social Work Practice. Illinois: F.G. Peacock Publishers, Inc. pp.241-262)

2. Tendency for the social work field to be characterized by gender link job pools. (Reference as in No. 1 above.)

3. Social work degrees or credentials obtained in foreign countries may not be accurately nor easily evaluated for Canadian equivalency.

4. For 1989, graduates from the University of Calgary, Faculty of Social Work were represented as follows:

	Male %	Female %
Bachelor of Social Work Degree	23.0%	77.0%
Master of Social Work Degree	38.9%	61.1%

(No data are available on other designated group representation.)

(Update)

4. The following provides updated information on Social Work graduates. For the 1990/91 academic year, graduates from the University of Calgary, Faculty of Social Work were represented as follows:

	Male %	Female %
Bachelor of Social Work Degree	16.9%	83.1%
Master of Social Work Degree	30.2%	69.8%

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

A. GENERAL MEASURES

1. Designate up to one division head to have responsibility for the coordination and implementation of the department's Employment Equity Action Plan. **RESPONSIBILITY:** Director. **TIMEFRAME:** 1992 January.

(Progress)

1. Appointment pending, but the Department intends to implement this initiative in line with the originally noted time frame of 1992 January.

2. Ensure that all management and other designated staff participate in Employment Equity training and education workshop(s). **RESPONSIBILITY:** Director. **TIMEFRAME:** 1993 December.

(Progress)

2. The names of ten management staff from the Social Services Department have been forwarded to the EEOD for inclusion in the initial "Introduction to Employment Equity" training scheduled for the fall of 1991.

3. Provide training to all persons involved in interviewing and employee selection in areas relevant to Employment Equity. (i.e., human rights legislation, Employment Equity training, sensitivity to cultures and needs of the disabled). **RESPONSIBILITY:** Division Managers. **TIMEFRAME:** 1993 December.

(Progress)

3. Fourteen supervisory employees completed the city's Targeted Selection program from the period of 1990 July through 1991 July. In total, 70 percent of Social Services Department employees, who have responsibility for interviewing and employee selection, have received training in Targeted Selection. Training in the broader issues relative to Employment Equity will proceed in line with the corporate Employment Equity Training Program.

4. Provide cross-cultural awareness training and development to all employees who are in regular contact with the public. **RESPONSIBILITY:** Division Managers. **TIMEFRAME:** 1993 December.

(Progress)

4. The Department intends to implement this initiative in line with the originally noted time frame of 1993 December and in conjunction with any corporate initiatives in this area.

5. Ensure that supervisors and managers receive training to enable them to effectively manage a diverse work force. **RESPONSIBILITY:** Director. **TIMEFRAME:** 1992 June.

(Progress)

5. Managers and Supervisors will attend the corporate introduction to Employment Equity during the next year.

6. Review the Standard Occupational Category (SOC) code assignments with the Personnel Data Centre for all positions to obtain accuracy and validity. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** 1991 December.

(Progress)

6. This initiative has been completed and SOC code assignments have been revised where necessary.

7. Review, and if necessary revise, Action Plan goals and timetables to reflect the December 1990 workforce analysis results. **RESPONSIBILITY:** Director and Process Champion. **TIMEFRAME:** 1991 March.

(Progress)

7. This initiative was delayed until the SOC code assignments were revised. These revisions were included in the 1991 July 15 workforce analysis results, and are reflected in the attached Exhibit PD1 'Progress Report on Goals and Timetables Action Plan 1990 July 15 - 1991 July 15'.

8. Achieve representation in all occupational groupings which more closely approximates Census Metro Area (CMA) figures. RESPONSIBILITY: Director. TIMEFRAME: 1993 December.

(Progress)

8. This initiative will be reported on in 1993 as indicated in the original timeframe.

NEW INITIATIVES

9. Create an internal departmental employment equity committee to assist in the implementation of the department's action plan. This committee will help ensure a wide understanding throughout the department for the initiatives being undertaken and to provide feedback from staff groups on impact or possible new directions for employment equity. RESPONSIBILITY: Process Champion TIMEFRAME: 1991 April

(Progress)

9. The committee was developed in 1991 April and is representative of the major work areas in the department as well as the varying levels of positions. Its composition has also attempted to ensure representation by each of the designated groups although in the case of disabled persons, the representative is an individual who has expertise in working with and assessing the needs of the disabled. The committee interfaces with the Management Team and Director through the Process Champion who is a member of the Internal Committee and who is responsible for reporting to the Management Team. Meetings are held on a monthly basis and members have made commitments to assist in the implementation of selected initiatives beginning with those with the earliest timeframes.

10. Provide orientation to departmental staff regarding the Employment Equity concept as well as the department's plan and efforts to date. RESPONSIBILITY: Process Champion TIMEFRAME: 1991 June

(Progress)

10. The Process Champion has conducted seven two hour presentations to a wide variety of departmental staff including front-line staff, supervisory and senior staff, and managers.

11. **Identify and survey all departmental employees who had not originally responded to the Employee Data Survey. RESPONSIBILITY: Process Champion TIMEFRAME: 1991 May**

(Progress)

11. **This initiative was accomplished in 1991 May.**

B. EMPLOYMENT SYSTEMS

1. Conduct research to establish a foreign qualifications equivalencies list for all positions requiring minimum levels of formal education and/or training. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** 1992 January.

(Progress)

1. The department will implement this initiative in conjunction with the Personnel Services Department's work on corporate initiative #17 (e) and in consultation with the Alberta Association of Social Workers. The department's intended timeframe for completing this initiative will be dependent upon the timing of the corporate direction and, therefore, may extend past January of 1992.

2. In conjunction with the Personnel Consultant and EEOD, develop a comprehensive outreach program to recruit applicants from under-represented designate groups, to include consideration of: wider advertisement and job posting; promoting awareness of opportunities at the high school level; recruiting from post-secondary schools and external sources of applicants such as cultural organizations and immigrant training programs. **RESPONSIBILITY:** Process Champion **TIMEFRAME:** 1992 June

(Progress)

2. The department anticipates completing this initiative in line with the original timeframe of 1992 June. Notwithstanding this, some initial actions have been undertaken by the department being represented at a two hour workshop on career choices and opportunity for civic employment which was delivered to the CNIB.

3. Whenever possible, include designated group members on interview teams. **RESPONSIBILITY:** Division Managers **TIMEFRAME:** 1992 June

(Progress)

3. Procedures will be developed to ensure implementation of this initiative within the designated timeframe of 1992 June.

NEW INITIATIVES

4. **Provide a variety of Work Experience placements and, with the assistance of EEOD, establish a tracking system to determine representation in these placements of the designated groups.**

(Progress)

4. **Sixteen work experience placements were provided to the following groups: Female - 9, Visible Minorities - 3, Aboriginal - 1, Persons with Disabilities - 0, Male - 7.**

C. STAFF DEVELOPMENT AND MOBILITY

1. Develop and implement policy allowing for enabling employees to pursue related studies on an after work hours basis (i.e., flexible work schedule, funding courses, etc.) **RESPONSIBILITY:** Manager of Special Projects. **TIMEFRAME:** 1991 December.

(Progress)

1. While a policy for this initiative has not yet been formalized, two female frontline Social Workers were given approval to rearrange their work hours to accommodate taking graduate level social work courses. The policy, once developed, will reflect the work needs of the Department and the educational aspirations of the employees.

2. Give consideration to designated individuals to qualify for funded educational leaves. **RESPONSIBILITY:** Manager of Special Projects. **TIMEFRAME:** Ongoing.

(Progress)

2. Two employees, one male and one female, applied for and were granted an educational leave of absence to enable them to acquire an MSW. They were also provided with modest financial assistance to cover tuition and books for the 1991/92 university term.

3. In conjunction with Personnel Services Department (PSD), develop a career counselling program to provide career pathing and participate in the municipal management development program. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** 1991 December.

(Progress)

3. See Progress Report for initiative #4.

4. Identify career paths or lines of progression for all occupational groups in conjunction with PSD. **RESPONSIBILITY:** Division Managers. **TIMEFRAME:** 1991 June.

(Progress)

4. **The timeframe for this initiative will be extended to 1993 December. (Discussed with EEOD.)**

The above Initiatives were originally developed in connection with Corporate Initiative #10 and the Personnel Services Department's initiative #1.4(g); both of which relate to career counselling, career planning and career development.

Consultation with PSD has indicated that career counselling requests are generally referred to the Alberta Career Centre. Furthermore, investigation into the development of career pathing for the Social Services Department led to consultation with the A/Director of the Data Processing Services Department. The outcome of this investigation with both DPSD and PSD has been a strong recommendation to forgo the creation of 'Career Pathing' *per se*, and to focus instead on the development of an information package on all departmental positions. This package would reference information regarding duties, responsibilities and required education and experience, and it would be made

(continued)

(continued)

available on an updated basis to all employees. In this way staff would have the information required to make their decisions regarding a career path which could best accommodate their needs, aspirations, and qualifications.

Some initial steps have been taken in developing an information package. Specifically, a list of all unique departmental positions has been generated and attempts will be made to determine the extent to which current and accurate job specifications are available for each, and further the extent to which the information will need to be updated or created. As well, a formal request has been made to the PSD requesting the assignment of a staff consultant to assist in this process.

At this point the department has determined that the degree to which this initiative will be carried out will be dependent upon the following factors:

1. The extent to which position information will need to be created or updated.

2. The extent to which the PSD has the resources to provide the requisite updated position information and is in agreement with making this project a priority for resource assignment.

3. The availability of assistance in the form of an assigned consultant from PSD, or an external consultant to provide guidance and focus to this very large project (Note: DPSD spent up to four years on this type of project including the assignment of a specialist from PSD to assist with it).

The immensity of this issue is becoming increasingly apparent as initial attempts have been made to explore means of achieving it. As noted above the department will only be able to proceed with this initiative if adequate resources external to the department are made available.

5. Establish formal procedures and criteria for selection of employees for upward mobility opportunities. **RESPONSIBILITY:** Director and Division Managers. **TIMEFRAME:** 1991 April.

(Progress)

5. Formal procedures for the selection of employees for upward mobility opportunities, in particular, promotional possibilities to ME positions, have been developed.

6. Develop programs which encourage mobility within the department and possibly with other departments such as: secondment, job rotation, bridging, retraining and education, and special assignments. **RESPONSIBILITY:** Manager of Special Projects. **TIMEFRAME:** 1992 January.

(Progress)

6. It is intended that this initiative will be accomplished within the designated time frame of 1992 January and in conjunction with assistance from PSD (Corporate Initiative #10).

D. SUCCESSION PLANNING

1. In order to rectify the under-representation at the Management and Administrative levels of women and visible minorities, all qualified designated group applicants for the next available position will be considered. **RESPONSIBILITY:** Director **TIMEFRAME:** ongoing.

(Progress)

1. **Manager positions.** No action has occurred to date on this initiative regarding manager positions as there has been no turn over.

   Supervisory/Coordinator positions. During the first year of the Employment Equity Action Plan, three Supervisory/Coordinator positions became vacant. Of these, two were filled with female applicants, one was filled with a male applicant and there were no appointments made from the visible minority group.

2. Include qualified employees of under-represented groups in succession plans for managers and supervisors. **RESPONSIBILITY:** Director and Division Managers **TIMEFRAME:** 1991 December.

(Progress)

2. Succession plans for the Director, four Managers and one senior ME supervisor were filed in 1991. There were a total of 13 employees included in the succession plan's six positions; six of these were women, seven were men and there were no visible minority candidates included.

3. Create if possible a separate SOC category for the group of employees represented at the supervisory/coordinator level in order to provide more detailed information about the group. **RESPONSIBILITY:** Process Champion **TIMEFRAME:** 1991 April.

(Progress)

3. This was determined not to be possible within the existing SOC classification system. As noted under the progress report for initiative 1.4 A.6, the majority of this group was reclassified subsequent to the initial SOC designation and included within the management category.

E. LONG TERM DISABILITY (LTD) AND WORKERS COMPENSATION BOARD (WCB)

At the time of writing, there are five departmental employees receiving either LTD or WCB benefits.

In order to assist these employees in their return to work, the following initiatives are proposed for development:

1. Promotion of a broad framework of health through staff awareness and education measures. To achieve this, the department will collaborate with health professionals to establish appropriate definitions about health and levels of health (physical, mental and/or emotional). **RESPONSIBILITY:** Division Managers. **TIMEFRAME:** 1991 December with ongoing promotion.

(Progress)

1. The intent of this initiative is to assist department staff in better understanding the special needs of employees upon their return to work and to identify effective integrative techniques. As well, this initiative is intended to promote an awareness of some of the more elusive causes of employees remaining off the job, and to promote some sensitivity about dealing with employees upon their return. The department anticipates making progress on this initiative during the course of 1991 and in conjunction with Personnel Services Department, Occupational Health and Safety Division.

2. Designation of a staff member to facilitate a transition meeting with the employee and possibly his/her supervisor prior to the employee's return to work. The purpose of these discussions will be twofold:

   (1) Information exchange and update.
   (2) Mutual clarification and definition regarding the parameters of the employees duties upon return.

   RESPONSIBILITY: Division Heads. **TIMEFRAME:** As necessary.

(Progress)

2. Not applicable to date.

3. Identification of the means by which these employees may be more successfully integrated back into the work force. This will necessarily include the exploration of mechanisms such as, but not limited to, job-sharing, reduced job duties, and alternative work hours. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** 1991 December.

(Progress)

3. The Department is awaiting the completion of the corporate research regarding creative work schedules before developing formal policies in this area. Pending development of the City's position in this area, the Department will proceed with this initiative as planned. It should be noted that while not related to LTD/WCB personnel, three job shares have been approved in the department over the past year for employees requesting them.

4. Identification of specific positions within job classes which may be more appropriate to employees returning from some type of illness or injury. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** 1992 December.

(Progress)

4. The Department anticipates completion of this initiative in line with the original timeframe of 1992 December.

1.5 COST AND RESOURCE IMPLICATIONS

Implications

1. Direct: The original Social Services Department Action Plan noted that one additional position would be requested in the Departmental budget for 1992 for a staff person to develop, implement and coordinate the Employment Equity Plan and to provide follow-up activities as noted in the Action Plan.

   A request for this position has been placed in the Department's 1992 budget, and the achievement of the foregoing initiatives is predicated upon the request being approved.

Assumptions

The initiatives described in the preceding pages, as well as the goals and timetables which follow, rest upon the following assumptions:

1. There will be financial support for those initiatives which will require implementation on a corporate-wide basis.
2. There will be active support available from other departments which may be necessarily involved in the implementation of the action plan.
3. The financial and human resources necessary to accomplish the aims of the action plan will be available.
4. The action plan is based on statistics which are known to contain errors and anomalies in classification, and will likely require revision subsequent to the next workforce analysis.

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	Process Champion attendance at EE Training Pilot Workshop 15 hrs	EE Training Workshop 10 management staff 150 hrs 15 front line supervisors 112.5 hrs TOTAL 222.5 hrs
Time	Process Champion: 30 - 40 hours/month 400 hrs/ year SSD EE Committee: 10 participants each at 4 hours/month 480 staff hrs/ year Secretarial Support: 120 staff hrs/ year TOTAL: 1000 staff hours	Process Champion: 40 - 50 hours/month for 1991 July - December 270 hrs Secretarial Support: 180 staff hrs/ year SSD EE Committee: 10 participants at 4 hours/ month 480 staff hours TOTAL 930 staff hours 1 Additional FT position: annual costs of $61,000 Pro-rated cost for 1992 Jan - July $30,500

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Request the PSD testing analyst to evaluate all instruments currently used to screen applicants and predict job performance. Identify and eliminate any gender or cultural bias in these tests.

2. Approach PSD and EEOD to develop an explicit statement (for inclusion on job postings) which encourages designate group members to apply for positions.

3. Review specific job requirements for all positions (permanent, limited term and seasonal) to eliminate qualifications that may be inflated or unrelated to specific job duties.

4. Explore the feasibility of establishing mechanisms for collecting data on both internal and external applicant pools by position or occupational grouping.

(Additional Corporate Initiative)

5. Undertake, on a corporate-wide basis, a comprehensive review of all clerical and related positions to promote the mobility of this large group of employees within and across Departments in order to enhance their development and provide direction for career opportunities.

Signed: ______________________
S.E. Blakely, Director

Signed: ______________________
Pat Rice, Process Champion

91/09/16

EXHIBIT A1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: SOCIAL SERVICES DEPARTMENT
DESIGNATED GROUP: ABORIGINALS

SOC	1990 # in Pos	1991 # in Pos	Designated Group #1990 Rep%	Designated Group #1991 Rep%	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS)									
2331 ** Professional Social Worker Juvenile Probation Officer Community Worker Single Parent Social Worker Family Treatment Worker Coordinator of Work Activity Project Coordinator of Home Help Native Liaison Officer Downtown Core Outreach Coordinator Social Planner Research Social Planner Child Development Consultant Parent Services Coordinator Youth Employment Counsellor Native Liaison Officer Single Parent Social Worker Native Committee Assistant Native Outreach Worker Assistant Child Development Counsellor Daycare Family Support Worker	55	70	0 0%	3 4.24%	4.2%	+2 or 3.6% by 1993	see comments		while goal was achieved it was due to revised SOC classification rather than through new hires

** Denotes changes within SOC codes and CMA comparisons

EXHIBIT PD1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: SOCIAL SERVICES DEPARTMENT
DESIGNATED GROUP: PERSONS WITH DISABILITIES

SOC	1990 # in Pos	1991 # in Pos	Designated Group #1990 Rep%	Designated Group #1991 Rep%	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS)									
All positions - department wide	332	300	12 3.6%	13 4.73%	5 to 8%	+6 or 5.4% by 1993	+1	+5 or 6% by 1993	

** * No data available, but generally believed to be between 5% and 8% in general labour force.

EXHIBIT VM1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: SOCIAL SERVICES DEPARTMENT
DESIGNATED GROUP: VISIBLE MINORITIES

SOC	1990 # in Pos	1991 # in Pos	Designated Group #1990 Rep%	Designated Group #1991 Rep%	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
1132 ** Management Occupations Social Science and related field Division Managers Supervisors of Neighbourhood Service Senior Research Social Planner Senior Social Planner Coordinator of Special Needs Transportation Coordinator of Community Services Senior Child Development Consultant Administrative Assistant	6	15	0 0%	0 0%	3.6%	no specific goal identified	no change		
2333 ** Occupations in Social Services Special Needs Transportation Consultant Downtown Core Outreach Worker Volunteer Coordinator Shopping Service Worker Case Aids (STEP SEED)	33	44	1 3.3%	10 27.03%	6.7%	+2 or +9.7%	+9		exceed goal in 1991
6147 ** Daycare Workers Daycare Worker Senior Daycare Worker Day Care Program Supervisor Supervisor Family Day Homes Family Day Homes Worker	81	67	4 4.7%	2 3.13%	11.2%	+5 or 11.1%	-2	+7	
6190, 8780 Service Supervisors; Foreman/Women House Cleaning Supervisors Work Crew Supervisors	7	7	0 0%	0 0%	5.9%	+1 or 14.3% by 1993 should a position become available	no change	no revised goal	
9179 Motor Transport Operating Occupations Dispatcher's Assistant Drivers Dispatcher	7	7	0 0%	1 4.3%	6.4%	+1 or 14.3% by 1993 should a position become available	+1		achieved goal for the SOC and also added one female and one disabled employee to this category

** Denotes changes within SOC codes and CMA comparisons

EXHIBIT W1
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: SOCIAL SERVICES DEPARTMENT
DESIGNATED GROUP: WOMEN

SOC	1990 # in Pos	1991 # in Pos	Designated Group #1990 Rep%	Designated Group #1991 Rep%	Rep in CMA Labour Force	Original Goal	1991 Result	Revised Goal	Comments
(ORIGINAL GOALS)									
1132 ** Management Occupations Social Science and related fields Division Managers Supervisors of Neighbourhood Services Senior Research Social Planner Senior Social Planner Coordinator of Special Needs Transportation Coordinator of Community Services Senior Child Development Consultant Administrative Assistant	6	15	0 0%	5 33.5%	69%**	+1 or 16.7%		+5 or +6 (+33.3% or + 40%) includes the addition of at least one female at the manager level	1. Senior supervisory and coordinator positions added to group 2. representation in CMA labour force re-analyzed to exclude SOC 1149 -Financial Management. This provides a truer representation of the Social Science management group.

** Denotes changes within SOC codes and CMA comparisons

TRANSPORTATION

1991 PROGRESS REPORT ON EMPLOYMENT EQUITY ACTION PLAN

1.0 DEPARTMENT: TRANSPORTATION DEPARTMENT

MISSION: The purpose of the Transportation Department is to ensure that The City of Calgary has a transportation system that meets the present and future needs of Calgarians in an efficient and safe manner, through careful planning for all transportation modes, effective operation of the current street system through appropriate traffic control, and provision of a safe, effective, and efficient public transit service.

1.1 PROFILE:

Total number of survey respondents: 1721(1990) 1885(1991)

	Male 1990	Male 1991	Female 1990	Female 1991	Total 1990	Total 1991	% of Total 1990	% of Total 1991
Aboriginal	30	30	6	5	36	35	2.09%	1.86%
Visible Minorities	147	180	12	22	159	202	9.24%	10.72%
Persons with Disabilities	74	73	9	11	83	84	4.82%	4.46%
Total Number of Employees:	1632	1683	282	297	1914	1979	14.73% female	15.01% female
Number of permanent employees					1709	1760		
Number of seasonal/limited term employees					160	170		
Number of special category employees					45	49		

1.2 SITUATION (INTERNAL)

1. Low turnover rate -- average of 5.4% over the last three years. An increase in this rate is not anticipated by 1993.

2. Twenty-two staff members will be eligible for normal retirement by 1993 December. Actual expected retirements are not known at present.

3. There are thirty-seven staff on Long Term Disability, and seventeen on Workers' Compensation. The department employs persons from these categories in its Transit Information Centre and in the Radio Control Centre at Victoria Park Garage on a regular basis.

4. Large, diverse department. Position range includes managerial and administrative; professional and technical; clerical and secretarial; uniformed operational, safety, security and enforcement; maintenance trades and support services. Afternoon, evening and weekend shifts are required to be worked by staff in the operating divisions.

5. Standard Occupational Codes containing fewer than five positions and with a less than ten percent discrepancy between departmental and CEIC figures have not been addressed due to:

   (a) the size of the department,
   (b) the ambitious nature of this exercise,
   (c) the current needs of the department, and
   (d) the necessity of reassignment of some standard occupational codes.

   The reporting function of the Taxi Commission was changed in 1988, therefore all employment data for the Taxi Commission has been deleted from the Transportation Department Action Plan. The department is not involved in the election of the ATU Local 583 executive and, therefore, all data related to these positions has been deleted from the Transportation Department Action Plan.

6. Career lines, based on knowledge and familiarity of the system, have been established for the junior and middle-management uniformed positions as well as for the junior-management financial family positions. Most incumbents in these positions are recruited from bargaining unit positions within the department.

7. The Director of Transportation is Head of the Transportation Operations Job Family. This family is drawn largely from both the Transportation and Mechanical Services Departments.

8. Based on an analysis of past vacancy/turnover rates for SOC codes 6191 Visible Minorities and 6198 Women, combined with an examination of applicant listings in recent competition files, it was determined that the goals are reasonable although less than the CMA.

A major reorganization of the department was implemented in stages commencing in the late fall of 1990. The department structure changed from seven to four divisions; two managerial incumbents, as well as several section and unit heads changed.

The Mechanical Services Department referred to in item 7 became the Fleet and Facilities Department in the fall of 1990.

3 ATU Local 583 Executive Fall into SOC Code 1179

1.3 SITUATION (EXTERNAL)

1. There is a general shortage of available recruits into transportation and traffic-related professional and technical positions.

2. It would appear from a preliminary review of applications, (i.e., screening for women and visible minorities) that few women and visible minority persons are applying for entry level positions in the maintenance support service groups.

Experience during the past year has placed the representation rate of women and visible minority persons in SOC code 6198 further from the CEIC representation rate for this category than appeared to exist in the 1990 July 15 snapshot.

The department will request permission to advertise positions within this code in related media advertising and selected ethnic publications. The department will also ensure Women's Resource Centres receive copies of job postings for positions within this code.

3. Sufficient women to meet the CEIC representation rate apply and are recruited into Transit Operator positions; however, these women frequently do not remain with the system.

4. Two bargaining units represent staff who perform secretarial, clerical and accounting functions. Limited movement of these staff occurs in the ATU Local 583 Bargaining Unit and, therefore, opportunities to increase the department's designated group representation rates are minimal.

1.4 DEPARTMENTAL EMPLOYMENT EQUITY INITIATIVES

1. Review all job descriptions prior to initiating recruitment activity to eliminate any unrelated requirements. **RESPONSIBILITY:** Division Managers and Process Champion. **TIMEFRAME:** 1991 December.

Review process undertaken and ongoing. Ninety-seven job descriptions were reviewed.

Responsibility should be changed to read Division Managers; Supervisor of Employee Relations, Calgary Transit; and Process Champion.

Timeframe should be changed from "1991 December" to "1993 July".

2. All recruitment will be monitored to strive for achievement of marketplace representation (i.e., applicant listings in competition files will be examined to determine the occurrence of qualified designated group applicants and to ensure consideration of these applicants). **RESPONSIBILITY:** Administrative Services Assistant. **TIMEFRAME:** 1991 December.

Process outlined has been undertaken and remains ongoing. The department is represented on the EEO Applicant Tracking Subcommittee.

Responsibility should be changed to read Administrative Services Assistant, and Employee Relations Assistant.

Timeframe should be changed to read 1991 December and ongoing.

3. Work with the Data Centre to review the assignment of Standard Occupational Codes to all positions. **RESPONSIBILITY:** Process Champion. **TIMEFRAME:** 1990 December.

The department completed this initiative within the timeframe indicated. Changes were made within forty-seven Standard Occupational Codes.

4. Consider formalizing an Exit Questionnaire and/or Interview Process to determine the reason women Transit Operators do not remain with the system. **RESPONSIBILITY:** General Manager, Calgary Transit; and Process Champion. **TIMEFRAME:** 1991 December.

A process to find out why transit operators leave the system is in place. Existing documentation will be researched and reviewed to better determine the reason women Transit Operators do not remain with the system.

It should be noted that the representation rate of women in the Community Shuttle Operator ranks is very close to the CEIC representation rate for women

Responsibility should be changed to read Supervisor, Training, Calgary Transit; Supervisor, Employee Relations, Calgary Transit.

5. Investigate the possibility of implementing Information Open Houses at the Transit Garages annually, semi-annually or as required to provide information regarding Transit Operator positions to interested, prospective applicants. **RESPONSIBILITY:** General Manager, Calgary Transit; and Process Champion. **TIMEFRAME:** 1991 December.

Preliminary discussions have occurred regarding this initiative.

Responsibility should be changed to read General Manager, Calgary Transit; Supervisor, Training, Calgary Transit; Supervisor, Employee Relations, Calgary Transit; Internal Communications Coordinator, Calgary Transit.

Timeframe: 1991 December

6. Work with the EEO Outreach Advisor to develop aggressive outreach programs to ensure that qualified designated group applicants are attracted and considered. Particular emphasis will be placed on those areas traditionally not employing women and visible minorities. **RESPONSIBILITY:** Division Managers and Process Champion. **TIMEFRAME:** 1992 December.

The Transportation Department and the EEO Outreach Advisor have collaborated on some outreach activities. A senior Calgary Transit Training Officer has made presentations to the Y.W.C.A. Women's Employment Counselling Centre, The Calgary Women's Immigrant Centre, the Native Employment Services Association of Alberta and Employment Futures. Very positive feedback was received from each of these groups with respect to the presentation.

7. Continue to support staff development by encouraging staff to attend recognized programs, both internal and external, to broaden their knowledge and assist them in the achievement of their career goals. **RESPONSIBILITY:** Division Managers. **TIMEFRAME:** 1993 December and ongoing.

Managers, senior supervisors, key human resource and key training personnel have been registered in the "Introduction to Employment Equity" seminars offered by the EEO Division this fall.

8. Continue to work with the Corporate Rehabilitation Placement Coordinator in the assignment of persons on Long-Term Disability in appropriate positions in the department. Investigate the possibility of expanding the services of LTD persons as appropriate throughout the department. **RESPONSIBILITY:** Process Champion and Administrative Services Assistant. **TIMEFRAME:** 1993 December.

Limited progress has been achieved to date due to the departmental reorganization and length of time taken to recruit staff into the Administrative Services Sections of both the Transportation Department and the Calgary Transit Division.

Responsibility should be changed to read Process Champion; and Supervisor of Employee Relations, Calgary Transit.

9. Ensure the Young Rider Program demonstrates the department's commitment to Employment Equity. **RESPONSIBILITY:** General Manager, Calgary Transit. **TIMEFRAME:** 1991 March.

Steps have been taken to ensure Transit Operators who participate in the presentation of the Young Rider Program are drawn from the women and/or visible minority operator ranks.

Timeframe should be changed to read 1991 March and ongoing.

10. Review and determine the modifications necessary at the Victoria Park Cash Processing facility to enable people with disabilities to be considered for vacancies. **RESPONSIBILITY:** Controller/Manager of Finance and Accounting. **TIMEFRAME:** 1993 December.

Preliminary discussions have occurred regarding this initiative.

11. Review existing security control policies to enable people with disabilities to be considered for vacancies. **RESPONSIBILITY:** Controller/Manager of Finance and Accounting. **TIMEFRAME:** 1993 December.

Preliminary discussions have occurred regarding this initiative.

1.5 COST AND RESOURCE IMPLICATIONS

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Training	2 Days	It is expected that approximately: - 55 staff will attend the two day Introduction to Employment Equity Seminar, - 35 staff will attend the one day Introduction to Employment Equity Seminar, - 1760 staff will attend the 1/2 day seminar. Time costs will be absorbed.

1.5 COST AND RESOURCE IMPLICATIONS (cont'd)

	Cost of Employment Equity Program July 1990 to July 1991	Budget re: EE Program July 1991 - July 1992
Outreach	Outreach Presentations, 5 Days Advertising Costs for Targeted Position Competitions, $6,647.74	22 Days. Time and material costs will be absorbed. $5,000.
Materials	$125.00 (Purchase of Printed Material)	$98.00. Additional costs will be absorbed whenever possible.
Equipment	The department has purchased several different types of chairs and equipment containing other special features to accommodate staff in a variety of positions who suffer back problems. Likewise, it has worked with Fleet and Facilities Department to provide specialized lighting requirements for staff with particular sight concerns. Special equipment (costing in the $100.00 range) has been purchased to assist women employees with lifting and moving requirements of the positions they hold. Costs for these special considerations have been absorbed.	The department will continue to consider and to accommodate special equipment requirements. It budgets for these unique circumstances whenever possible. If the requirement is urgent, the department attempts to absorb the costs within existing budgets.
Time	Process Champion, 10.0 Weeks Administrative Services Staff, 8.5 Weeks Director/Managers, 2.0 Weeks Training Staff, 6.0 Days	13 Weeks (time cost of approximately $12,500.) 21 Weeks 5 Weeks 4 Weeks
Other	Process Champion attended Workplace 2000 Conference in Winnipeg - $1,040.	$2,000.

2.0 IDENTIFIED CORPORATE INITIATIVES

1. Support and assist in the achievement of any corporate initiatives undertaken to resolve union jurisdictional problems, particularly as they relate to financial and office support positions.
2. Support and assist in the achievement of any corporate initiatives undertaken to implement flex-time, part-time and job sharing.
3. Participate with other corporate departments in Career Days at Junior and Senior High Schools, Technical Institutes, and Universities to broaden student awareness of transportation-related careers.
4. Ensure all staff, particularly those in management and supervisory positions, attend available EEO information and training initiatives undertaken by the Corporation.

Signed: OBowen
O. Bowen, P.Eng., Director

Signed: P.C. Adams
P. C. Adams, Process Champion

90/09/19

EXHIBIT VI
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
1116 Inspectors & Regulatory Officers, Government 14 Radio Controllers (ME) 11 Dispatchers (ME) 1 Lead Radio Controller (ME) 1 Lead Dispatcher (ME)	27		1	3.7%			21.4%	+2 or 11.1% by 1993	N/A		
(NEW GOALS)											
1116 * 4 Safety Officers (ME) 1 Supervisor, Safety (ME) 1 Public Safety Specialist (ME)		6			1	16.7%				No reasonable target possibility.	* Change results from SOC Code reassignment. Positions originally in this code are now in 9170.

EXHIBIT W2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
1179 Occupations Related to Management and Administration N.E.C. 10 Coordinators (ME) 2 Supervisors (ME) 4 Accident Prevention Officers (ME) 2 Senior Transit Schedulers(ME) 2 Service Development Planners (ME) 1 Media Planner (BU) 1 Chief Inspector (ME) 1 Superintendent of Service Development & Planning (ME) 1 Operations Assistant (ME) 1 Administrative Service Assistant (ME) 1 Contract Administrator (ME) 1 Communications Coordinator (BU) 1 Community Relations Assistant (BU)	31		11	35.5%			44.6%	+1 or 38.7% by 1993	1 Woman hired.		
(NEW GOALS)											
1179 * 1 LRV Technical Advisor (ME) 1 Communications Coordinator (BU) 6 Coordinators (ME) 1 Employee Services Assistant (ME) 1 Administrative Services Assistant (ME) 1 Community Relations Facilitator (BU) 2 Marketing Assistants (Other) 1 Media Planner (BU) 1 Community Relations Assistant (BU)		13			8	61.5%			Goal met.	No need to target further.	2 Positions vacant. Change results from SOC code reassignment. Positions originally in this code now in a variety of codes. 3 ATU Local 583 are in this SOC and not included here.

EXHIBIT W3
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1980 JULY 15 - 1981 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1980" # in Pos	"1981" # in Pos	Designated Group 1980 Rep #	Designated Group 1980 Rep %	Designated Group 1981 Rep #	Designated Group 1981 Rep %	Rep in CMA Labor Force (No Change)	Original Goal	1981 Result	Revised Goal	Comments
2165 Engineering Technologists & Technicians 6 Transportation Planning Technicians (BU) 4 Traffic Assessment Technicians (BU) 3 Parking/Development Technicians (BU) 3 Traffic Control Technicians (BU) 1 Transportation Research Technician (BU) 1 Senior Signal Technician (BU) 1 Traffic Signal System Operator (BU) 1 Traffic Service Technician (BU) 1 Senior Technical Specialist (ME) 1 Senior Development Specialist (ME) 1 Supervisor, Data Collection (ME)	23		2	8.7%			21.9%	+2 or 17.4% by 1983	N/A		
(NEW GOALS) 2165 * 1 Transportation Engineer Summer Student (Other) 3 Transportation Planning Technicians (BU) 1 Senior Transportation Planning Technician (BU) 1 Senior Technical Specialist (ME) 2 Data Collection Technicians (BU) 1 Senior Data Analysis Technician (BU) 1 Senior Data Collection Technician (BU) 1 Maintenance Technical Officer (ME) 2 Traffic Services Technicians (BU) 1 Sign Maintenance Technician (BU) 2 Traffic Signals Technicians (BU) 4 Parking/Development Technicians (BU) 5 Traffic Assessment Technicians (BU) 3 Transportation Design Technicians (BU) 1 Road Marking/Signing Technician (BU) 3 Traffic Control Technicians (BU)		28			2	7.1%				+2 or 12.5% by 1983	4 Positions vacant.

EXHIBIT W4
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(NEW GOALS) 2797 Instructors & Training Officers, N.E.C. 1 Supervisor, Training (ME) 10 Training Officers (ME) 1 Training Officer, Staff Training (ME)	N/A	11	N/A		2	* 18.2%	44.3%	N/A	N/A	No reasonable target possibility.	New goals due to departmental restructuring.

* The department did not establish goals to increase the representation rate of women in this SOC code when its initial Equal Employment Opportunity Action Plan was prepared because it was not aware at that time that restructuring would result in an increase of six Training Officer positions. In view of this development, the department undertook to increase the representation rate of women in this classification by +2 by 1993.

EXHIBIT W5
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labor Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
4137 Statistical Clerks 26 Data Collectors (BU)*	26		12	46.2%			60.0%	+4 or 61.5% by 1993	N/A		* Includes SOC 3137
(NEW GOALS) 4137 * 1 Information Control Clerk (Teleride) (BU) 1 Assistant Transit Scheduler (Charters) (BU)		2			1	50.0%				No reasonable target possibility.	New goals result from SOC Code reassignment. Positions originally in this code now in 4190.

EXHIBIT V6
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 16 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
4199	66		36	54.5%			73.2	+12 or 74.4% by 1993			
Other Clerical & Related Occupations, N.E.C. 6 Cash Processors (BU) 3 Traffic Clerks (BU) 2 Maintenance Control Clerks (BU) 1 Fare Option Clerk (BU) 1 Fare Collection Clerk (BU) 1 Service Development Assistant (BU) 1 Lost Property Clerk (BU) 1 Service Control Clerk (BU) 1 Servicelane Dispatcher (BU) 1 Signals Dispatcher (BU) 1 Secretary/Clerk (BU) 42 Fare Collectors (Other) 2 Control Research Assistants (Other) 1 Marketing Assistant Coop Student (Other) 1 Civic Engineering Student (Other) 1 Traffic Engineering Student (Other)											
(New Goals)											
4199 * /4133		79			41	51.9%				+12 or 65.4% by 1993	2 Positions vacant.
3 Traffic Clerks (BU) 28 Data Collectors (BU) 6 Cash Processors (BU) 1 Dispatcher (Signals) (BU) 42 Fare Collectors (Other) * 1 Records Clerk (BU)											New goals result from SOC code reassignment. * Includes SOC 4133.

EXHIBIT W7
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(NEW GOALS) 6190 * Supervisors: Other Service Occupations 4 Lead Hand Servicelane Attendants (BU) 3 Service Foremen (ME) 2 Lead Hand Station Cleaner (BU) 5 Lead Hand Maintenance Labourers (BU) 2 Lead Hand Office Cleaners (BU) 1 Supervisor, Outside Maintenance (ME) 1 Outside Maintenance Service Foreman (ME)	N/A	15	N/A		2	13.3%	35.0%	N/A	N/A	+1 or 16.7% by 1993	3 positions vacant. New goals result from SOC code reassignment.

EXHIBIT VB
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
6191 Janitors, Charworkers, & Cleaners 20 Station Cleaners (BU) 9 Office Cleaners (BU) 8 Garage Cleaners (BU) 3 Shop Cleaners (BU) 2 Lead Hand Station Cleaners (BU) 2 Lead Hand Office Cleaners (BU) 1 Loop/Building Attendant (BU)	45		5	11.1%			46.8%	+4 or 20% by 1993	Increase of 1 woman.		
(NEW GOALS) 6191 * 29 Station Cleaners (BU) 9 Office Cleaners (BU) 9 Garage Cleaners (BU) 1 Loop/Building Attendant (BU) 2 Shop Cleaners (BU)		45			6	13.3%				+4 or 20% by 1993	5 Positions vacant. Revised figures result from SOC code reassignment.

EXHIBIT W8
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep #	Designated Group 1990 Rep %	Designated Group 1991 Rep #	Designated Group 1991 Rep %	Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
6198 Occupations-Labouring & Other Elemental Work: Other Service 66 Servicelane Attendants (BU) 4 Lead Hand Servicelane Attendants (BU) 4 Shelter Attendants (BU) 4 Station Cleaners (BU) 3 Farebox Handlers (BU) 1 Lead Hand Maintenance Labourer (BU) 1 Office Cleaner (BU)	83		8	9.6%			41.7%	+8 or 19.3% by 1993			
(NEW GOALS) 6198 * 81 Servicelane Attendants (BU) 3 Servicelane Dispatchers (BU) 6 Senior Maintenance Labourers (BU) 5 Shelter Attendants (BU) 1 Fleet Lineup Attendant (BU) 13 Maintenance Labourers (BU)		95			5	5.3%			Designated group representation rate decreased.	+11 or 14.7% in 1993	14 positions vacant. Revised figures result from SOC code reassignment.

EXHIBIT W10
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1980 JULY 15 - 1981 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1980" # in Pos	"1981" # in Pos	Designated Group 1980 Rep		Designated Group 1981 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1981 Result	Revised Goal	Comments
			#	%	#	%					
8735 Wire Communications & Related Equipment installing & Repairing Occupations 9 Signals Electricians (BU) 3 Journeyman Signals Electricians (BU) 1 Senior Signals Electrician (BU) 1 Apprentice (PSE)	14		0	0.0%			13.4%	+1 or 7.1% by 1993	N/A		
(NEW GOALS)											
8735 * 15 Signals Electricians (BU) 4 Apprentice (PSE) (BU) 1 Groundsman 2 (BU)		20			0	0.0%				+1 or 5% by 1993	No vacancies. Revised figures result from SOC code reassignment.

EXHIBIT VII
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
8730 Occupations in Labouring & Other Elemental Work: Electric Power, Etc. 10 Labourer II (BU) 4 Labourer III (BU) 1 Traffic Sign Shop Labourer (BU)	15	5	0	0.0%	0		10.2%	+1 or 6.7% by 1993	N/A	N/A	Positions originally in this code are now in 8711. The 5 positions indicated are seasonal. They have been moved to SOC 8711 which contains identical established positions.

EXHIBIT V12
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
9171 Bus Drivers 944 Transit Operators (BU)	944		112	11.9%			26.8%	+50 or 17.2% by 1993	Increase of 12 women.		
(NEW GOALS) 9171 1008 Transit Operators (BU) 27 Community Shuttle Operators (BU)		1004			124	12.35%				+50 or 16.8% by 1993	31 Positions vacant.

EXHIBIT V13
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: WOMEN

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
9918 * Occupations in Labouring & Other Elemental Work: N.E.C. 13 Track Maintainers (BU) 7 Maintenance Labourers (BU) 6 Senior Maintenance Labourers (BU) 2 Lead Hand Maintenance Labourers (BU) 1 Shelter Maintenance Labourer (BU)	29	24	0	0.0%	0		12.5%	+2 or 6.9% by 1993	N/A	N/A	No vacancies. Positions in this code were reassigned to a variety of codes. The 24 positions indicated are seasonal. They have been moved to the SOC codes which contain identical established positions.

EXHIBIT VIII
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA LaboUr Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
6191 Janitors, Charworkers, & Cleaners 20 Station Cleaners (BU) 9 Office Cleaners (BU) 8 Garage Cleaners (BU) 3 Shop Cleaners (BU) 2 Lead Hand Station Cleaners (BU) 2 Lead Hand Office Cleaners (BU) 1 Loop/Building Attendant (BU)	45		2	4.4%			25.1%	+3 or 11.1% by 1993			
(NEW GOALS) 6191 * 29 Station Cleaners (BU) 9 Office Cleaners (BU) 9 Garage Cleaners (BU) 1 Loop/Building Attendant (BU) 2 Shop Cleaners (BU)		45			6	13.3%			Increase of 4 visible minority persons.	+4 or 18% by 1993	5 Positions vacant. Revised figures result from SOC code reassignment.

EXHIBIT VM2
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
6198 Occupations-Labouring & Other Elemental Work: Other Service 66 Servicelane Attendants (BU) 4 Lead Hand Servicelane Attendants (BU) 4 Shelter Attendants (BU) 4 Station Cleaners (BU) 3 Farebox Handlers (BU) 1 Lead Hand Maintenance Labourer (BU) 1 Office Cleaner (BU)	83		14	16.9%			30.7%	+5 or 22.9% by 1993			
(NEW GOALS) 6198 * 81 Servicelane Attendants (BU) 3 Servicelane Dispatchers (BU) 8 Senior Maintenance Labourers (BU) 5 Shelter Attendants (BU) 1 Fleet Lineup Attendant (BU) 13 Maintenance Labourers (BU)		95			8	8.4%			Designated group representation rate decreased.	+11 or 17.4% in 1993	14 Positions Vacant. Revised figures result from SOC code reassignment.

EXHIBIT VM3
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CNA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
8313 Machinist & Machine Tool Setting-up Occupations 6 Journeyman I Machinists (BU)	6	6	0	0.0%	0	0.0%	21.1%	+1 or 16.7% by 1993		+1 or 16.7% by 1993	No vacancies. Goal remains unchanged.

EXHIBIT VM4
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(NEW GOALS) 8583 * Rail Transport Equipment Mechanics and Repairers 8 Trainee Electromechanics (BU) 28 Journeyman I Electromechanics (BU) 3 Journeyman II Electromechanics (BU)	N/A	33	N/A		3	9.1%	29.0%	N/A	N/A	+1 or 10.3% by 1993	6 Positions vacant. New goals result from SOC code reassignment.

EXHIBIT VM5
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
(NEW GOALS) 9170 * Foremen/Women: Motor Transport Occupations 7 Operations Controllers LRT 8 Operations Controllers Bus 11 Dispatchers 27 Inspectors 3 Lead Inspectors Field Staff 1 Lead Dispatcher 1 Chief Inspector 1 Supervisor, Operations Control	N/A	57	N/A		3	5.36%	13.0%	N/A	N/A	+2 or 8.5% by 1993	2 Positions vacant. New goals result from SOC code reassignment.

EXHIBIT VM6
PROGRESS REPORT ON
GOALS AND TIMETABLES ACTION PLAN
1990 JULY 15 - 1991 JULY 15

DEPARTMENT: TRANSPORTATION
DESIGNATED GROUP: VISIBLE MINORITY

SOC	"1990" # in Pos	"1991" # in Pos	Designated Group 1990 Rep		Designated Group 1991 Rep		Rep in CMA Labour Force (No Change)	Original Goal	1991 Result	Revised Goal	Comments
			#	%	#	%					
9918 * Occupations in Labouring & Other Elemental Work: N.E.C. 13 Track Maintainers (BU) 7 Maintenance Labourers (BU) 6 Senior Maintenance Labourers (BU) 2 Lead Hand Maintenance Labourers (BU) 1 Shelter Maintenance Labourer (BU)	29	24	0	0.0%	1	4.2%	12.5%	+2 or 6.9% by 1993	N/A	N/A	No vacancies. Positions in this code were reassigned to a variety of codes. The 24 positions indicated are seasonal. They have been moved to the SOC codes which contain identical established positions.